

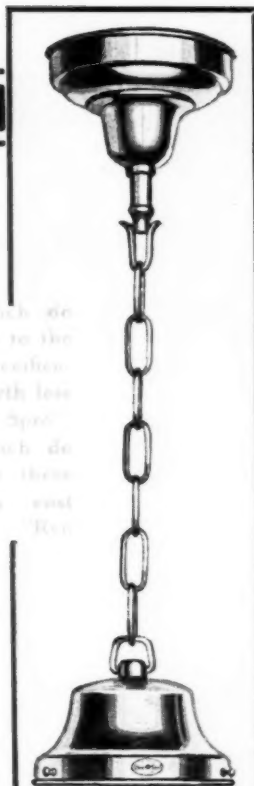
The Electragist

TRADE MARK REG. U.S. PAT. OFFICE

Vol. 26, No. 11

Association of Electragists
INTERNATIONAL

SEPTEMBER, 1927



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The Electragist

(The National Electrical Contractor and The Electrical Contractor-Dealer)

Official Journal of the
Association of Electragists—International

Vol. 26

SEPTEMBER, 1927

No. 11

Electragists' Twenty-seventh Unites Industry

Eight Hundred Attend History-making Convention of the Association at St. Louis, August 10 - 12

CEMENTING of trade relations, furtherance of the local association movement, formation of a national motor section and constructive action on merchandising and inspection matters will serve to mark the 27th annual convention of the Association of Electragists, International, held at the Hotel Chase, St. Louis, Mo., August 10, 11 and 12, as one of the great history-making conventions of the electrical industry.

The attendance was in excess of 800, making the meeting the second largest of the international body.

The convention sessions occupied the morning and afternoon of Wednesday and Thursday and the morning of Friday, but in addition there was a large number of smaller meetings in which much of the real work of the convention was accomplished. These smaller meetings started with the executive committee meeting on Monday night and concluded on Friday afternoon with a meeting of the executive committee and a meeting of motor manufacturers with the local association secretaries and motor specialists.

The keynote of the meeting, "A United Industry," was sounded by President Clyde L. Chamblin in opening the convention Wednesday morning. "United," said President Chamblin, "to defend from attacks from without, but even more united in harmony and good

will from within; united in interest in our common problems, and united in rendering a service to the public."

Following Mr. Chamblin came Louis H. Egan, president of the Union Electric Light & Power Company, St. Louis, who read the paper prepared by H. T. Sands, president of the National Electric Light Association, who was unable to be present. After reviewing the conditions that came with the growth of electric service, Mr. Sands answered the questions which Joseph A. Fowler, past president, A. E. I., had propounded to the N. E. L. A. at its convention at Atlantic City last June. The frankness and fairness with which the answers (See page 29) were given aroused the convention to sustained applause.

The Manufacturer's Side

The viewpoint of the manufacturer was presented by D. Hayes Murphy, vice-president, supply division, National Electrical Manufacturers' Association, in which he invited a closer contact between N. E. M. A. and the A. E. I. "In our opinion," said Mr. Murphy, "the best and surest way of improving the relations between our associations is to start on a program of increasing the profits of our members through more and better electrical service to the public."

G. E. Cullinan, national chairman of the Electrical Supply Jobbers' Associa-

tion, brought the first session to a close with an admirable presentation of the problems of the jobber and their relation to the electragist and the industry. The real job, however, calls for a united front, Mr. Cullinan stated, and "forget that we are jobbers or electragists or manufacturers, and remember that we are essentially electrical people, and face our customer and our friendly competitors in other industries as an industry. . . . A problem that any part of the industry is facing is a problem that every part is facing."

Organization Locally

Local application of national policies was discussed Wednesday afternoon under the general head of "The Association at Work" by a number of local secretaries. It was one of the most interesting sessions of the convention and was participated in by John Kuhlemeyer, secretary, Illinois Chapter, Association of Electragists; N. J. Biddle, manager, Detroit Branch, A. E. I.; Arthur P. Peterson, manager, Maryland Division, A. E. I.; C. J. Geisbush, secretary of the California Electragists; R. C. Trembath, secretary, Des Moines Electragists; E. H. Herzberg, secretary of the Milwaukee Association of Electrical Contractors and Dealers, and D. A. Fleming, secretary of the Pittsburgh Electragists.

In the operating plan of each asso-

ciation, details of which will be found elsewhere in this issue, certain things stood out, such as the necessity for proper financing, credit control through the jobbers, individual education of members, contact with the rest of the industry, solidity of purpose. From the interest shown at this session it was apparent that before the next convention a number of other important cities will be similarly organized under a capable paid secretary-manager.

Through-the-Dealer Merchandising

Two talks on Thursday morning thrilled the audience, the first by Earl Whitehorne, chairman of the Industry Conference on Wiring, and the second by H. H. Courtright, Valley Electrical Supply Company, Fresno, Cal.

Mr. Whitehorne, after telling about the work of the wiring conference, launched into a discussion of the need for more and better salesmanship and a sales program to adequately electrify the American home. His talk was illustrated by charts and diagrams.

The "through-the-dealer" merchandising plan which Mr. Courtright has been using in California was explained by him through the use of charts. Under his plan all electrical merchandise must reach the public through the dealer. It was brought to the convention with the endorsement of the California Electragists and power companies.

Mr. Courtright's paper was splendidly received and the resolutions committee offered the following resolution, which was passed unanimously:

WHEREAS, The present standards of living in the American homes have created a potential market for electrical labor saving and comfort giving appliances far in excess of the

sales efforts of the electrical industry to supply it; and

WHEREAS, The electrical industry is seeking a successful sales plan which will take into consideration the united effort of all branches of the industry; and

WHEREAS, Any plan to be successful and secure enthusiastic cooperation must be economically sound; and

WHEREAS, The San Joaquin Light and Power Company of Fresno, Cal., has created, through its years of successful merchandising practice, a plan for selling this potential market for electrical labor saving and comfort giving appliances, which has as its basic principle the united effort of the central station, the manufacturer, the jobber and the dealer, known as the "Through-the-Dealer Sales Plan"; and

WHEREAS, This plan has been thoroughly tested over a period of years and has been brought to this Convention by the California Electragists as concrete proof that when the A. E. I. Trade Policy for distributing electrical merchandise from the manufacturer through the jobber to the dealer, and thence to the public, is intelligently applied, the results exceed anything previously secured, both from the standpoint of volume of load building sales and friendly trade relations; therefore

BE IT RESOLVED, That this Association, in convention assembled, indorses the "Through-the-Dealer" sales plan of merchandising electrical appliances for the homes; and

BE IT FURTHER RESOLVED, That the "Through-the-Dealer" Sales plan be printed in pamphlet form and distributed to the electrical industry as our contribution to the successful solution of this tremendous residential market development.

Kenneth A. MacIntyre told of the Society for Electrical Development in its reorganized form at the Thursday afternoon meeting. He was followed by L. W. Going, chief electrical inspector, Portland, Ore., who spoke on the Portland code. This code has become famous all over the country because of its completeness and the manner in which it has done things others have for years wanted done in the National Electrical Code. Mr. Going also touched on the

Portland method of licensing dealers in order to insure the public against the purchase and use of sub-standard electrical products.

The following resolution was passed later, after the convention had listened to Mr. Going:

WHEREAS, It has come to the attention of the Association of Electragists, International, that sub-standard, non-approved wiring, materials and devices, utterly at variance with satisfactory and well established national standards, are being freely distributed and used throughout the country; and

WHEREAS, The installation and use of such materials and devices constitutes a serious hazard to life and property; and

WHEREAS, The right to sell such sub-standard and non-approved electrical devices and materials naturally implies the right to use such devices and materials; and

WHEREAS, It has been definitely shown that this alarming situation cannot be effectively controlled without legislation prohibiting the sale of such electrical devices and materials, as well as their subsequent installation and use; therefore,

BE IT RESOLVED by this Association, that a uniform ordinance with requirements along lines similar to those adopted in Portland, Oregon, to control such sale, be prepared, endorsed and recommended by this Association; and

BE IT FURTHER RESOLVED, that the legislative committee be authorized to prepare such a uniform ordinance, with such requirements, suitable for general adoption by states and municipalities, and that this committee utilize all existing sources of information, and cooperate with other committees engaged in the study of the subject.

Walter C. DeBold, secretary of the Kansas City (Mo.) Electrical Contractors' and Dealers' Association, and former field man with the Master Plumbers' Association, told in some detail of how the latter body functions and how it is organized and financed. It served to open the eyes of those present to the opportunities of doing real work under the right conditions.



Group of Those in Attendance at the Twenty-seventh

On Friday morning, August 12, the convention closed. At the last session Joseph A. Fowler was presented with the past-president's emblem and later was awarded the McGraw contractor-dealer medal and purse for 1927. The citation was as follows:

"Joseph A. Fowler, president of the Fowler Electric Company, Memphis, long a progressive leader in thought and action in the cause of the electrical contractors and dealers of the country, was elected president of the Association of Electragists, International in 1925 and served for a period of two years. During this time he devoted himself to the task of personally interpreting to the national associations of the manufacturers, jobbers and power companies of the electrical industry the present economic and trade problems of the contractor and dealer, in the endeavor to bring to their attention and concern the increasing mutual-ity of interest between the four branches of the industry which is now fast developing in this expanding era of intensive marketing dependent so largely upon the adequacy of house wiring and the merchandising of appliances. By the force of his appealing personality, the vigor of his expression in correspondence and published articles and by his gift of public speaking in addresses before industry gatherings of all kinds, in all parts of the country, he has impressed upon all classes of electrical men the urgent need for the closer coordination of the contractor and dealer in their relationships with the other groups, and by the spirit of his leadership, he has won for them new understanding and support throughout the industry.

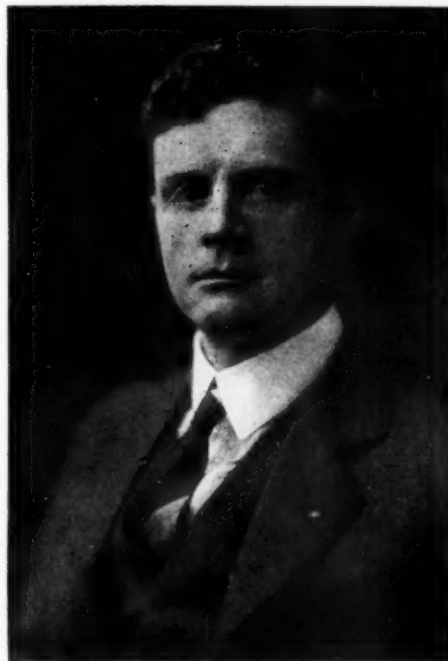
"In recognition of this very distinguished contribution to the advancement of the contractor dealer branch of the electrical industry the judges have awarded to Mr. Fowler the Contractor Dealer Medal and purse for 1927, given under the James H. McGraw Award."

Then came a short discussion of the need for a national motor section and the acceptance of the idea by the convention. This section is to be composed of motor specialists.

Following the announcement by James R. Strong that Chicago had been selected as the place for the 1928 con-

vention, the resolutions committee presented a number of resolutions through its chairman, Joseph A. Fowler. Upon their approval the twenty-seventh annual convention of the association came to a close.

Not only were the business sessions of exceptional merit but the entertainment features were as well. The Spirit of St. Louis was everywhere in evidence.



Joseph A. Fowler
Who Received the McGraw Award

The ladies were taken care of during the daytime with luncheons, drives, bridge, etc. Each evening there was something big. Tuesday evening it was the St. Louis Style Pageant at the open-air Garden Theatre; Wednesday, the opera at the municipal outdoor theatre; Thursday was the annual banquet and

Harmony Cup contest, which, incidentally, was again captured by the Lake County Electragists in an exceptionally fine bit of harmony.

The hostess committee in charge of the entertainment of the ladies was as follows: Mrs. C. J. Sutter, chairman; Mrs. F. E. Briner, Mrs. W. A. Koene-man, Mrs. B. H. Volm, Mrs. A. C. Brandt, Mrs. Herman Spoehrer, Mrs. C. H. Chapline, Mrs. F. A. Rick, Mrs. Harry T. Bussmann, Mrs. E. A. Koene-man, Mrs. W. C. Burton, Mrs. A. J. Dun-bar and Mrs. George Corrao.

Due to rain, the golf tournament scheduled for Monday had to be postponed until Tuesday. It was held on the beautiful River View Course. There were five events, the winners being as follows: Low medal, H. R. Victor; blind bogey, Thomas Hatfield; drive closest to pin on fifth hole, J. H. Busby. There was a tie for lowest number of putts for eighteen holes, T. D. Douglas, J. O. Kelso, O. T. Sweet, A. B. Harris and A. M. Ferry, all having the same number. Mrs. Karle M. Nutting won the women's low medal, with Mrs. P. J. Rabon second.

The annual exhibit was held in the main ballroom of the Hotel Chase, with over forty manufacturers represented. A number of new lines were shown and the visitors took considerable interest in the exhibits.

The two labor sections held their annual meetings Thursday afternoon. S. J. Stewart, of New Orleans, was elected chairman of the Open Shop Section to succeed J. F. Buchanan, of Philadelphia. This automatically made Mr. Stewart a member of the executive committee of the Association of Electragists, International.



Electragist Convention, St. Louis, August 10-12

Much of the success of the convention was due to the efforts of the various committees of St. Louis electrical men. They were made up as follows:

General Committee—C. H. Chapline, Rick-Chapline Elec. Co., chairman; Frederic A. Kehl, The Brilliant Co., treasurer; Carl H. Christine, St. Louis Electrical Board of Trade, secretary; C. E. Michel, Union Elec. Light and Power Co.; C. E. Allen, Westinghouse Elec. and Mfg. Co. (And the chairmen of all committees.)

Hosts Committee—Fred B. Adam, Frank Adam Electric Co., chairman; J. M. Foster, Ilg Elec. Ventilating Co.; H. L. Nagel, Wagner Electric Corp.; W. S. Barrett, Westinghouse Elec. and Mfg. Co.; Frank A. Gooding, Emerson Electric Mfg. Co.; O. B. Barrows, American Steel and Wire Co. (A large committee of 50 functioned in this capacity.)

Transportation Committee—B. W. Frauenthal, United Railways Company, chairman; Wm. A. Koeneman, Guarantee Electrical Co.; S. J. Burke, Burke Electric Co.; A. H. Loepker, Dennison-Loepker Electric Co.; Leo H. Gamp, Gamp Electric Co.; S. V. Hornbeck, Hornbeck & Hardie Electric Co.; Otis E. Turner, General Electric Co.; James J. Mullen, Moloney Electric Co.; Roy W. Haege, Wesco Supply Company; W. S. Barrett, Barrett Electric Co.; W. F. Peters, R. I. Electric Co.; H. O. Butler, United Railways Co.

Promotion Committee—Martin J. Wolf, Electric Appliance Co., Chicago, Ill., chairman; Harry T. Bussmann, Bussmann Mfg. Co., associate chairman; vice chairmen, Wm. H. Colmann, General Electric Co., Chicago; Samuel A. Chase, Westinghouse Elec. and Mfg. Co., Mansfield; J. L. Ray, Graybar Electric Co., New York; Howard Ehrlich, The Jobbers' Salesman, Chicago; J. J. Caddigan, Edison Elec. Illuminating Co., Boston; T. H. Bibber, Triangle Conduit Co., Chicago; W. R. Herstein, Wesco Supply Co., Memphis; C. L. Chamblin, Electragist, San Francisco; R. A. L. Gray, Electragist, Toronto.

Publicity Committee—A. C. Brandt, Brandt Electric Company.

Golf Committee—Herman Spoehrer, Union Electric L. & P. Co., chairman; B. H. Volm, F. E. Newbery Electric Co.; Oliver T. Sweet, Board of Education; H. F. Briner, Briner Electric Co.; John P. Casey, Graybar Electric Co.; A. B. Spicer, Crouse-Hinds Co.; A. J. Owings, Union Electric L. & P. Co.; Edwin F. Guth, Edwin F. Guth Co.; Norman S. Brown, Brown & Hall Supply Company.

Municipal Opera Committee—George Corrao, Graybar Electric Company, chairman; A. J. Dunbar, Dunbar Electric Co., acting chairman; Russell E. Vierheller, H. Vierheller Electric Co.; Fred Hummelsheim, W. C. Burton Electric Co.; E. A. Koeneman, E. A. Koeneman Electric Co.; E. P. Allison, Wm. Corrao Electric Co.; S. C. Sachs, The S. & S. Electric Co.; A. W. Van Nort, J. M. Chand-lee, Century Elec. Co.; A. R. Hoak, Curtis Lighting, Inc.; D. R. Cohen, Glasco Elec. Co.; G. E. Borntraeger, McGraw Elec. Ap. Co.

Style Show Committee—C. J. Sutter, Sutter Electric Co., chairman; W. E. Ebert, W. E. Ebert & Co.; Wm. F. Gerstner, Electric Service Co.; E. O. Dorsch, E. O. Dorsch Electric Co.; John E. Powell, Graybar Electric Co.; R. J. O'Donnell, Central Electric Supply Co.; G. H. Share, Emerson Electric Mfg. Co.; Wm. Wurdack, Jr., Wm. Wurdack Elec. Mfg. Co.; E. H. Shutt, Standard Underground Cable Co.; G. A. Klutho, G. A. Klutho Elec. Co.; R. E. Stewart, Stewart Elec. Co.; O. H. Rottmann, Frank Adam Elec. Co.

Ladies' Committee—F. A. Rick, Rick-Chap-

line Electric Co., chairman; W. C. Burton, W. C. Burton Electric Co.; J. L. Hardie, Hornbeck & Hardie Electric Co.; T. P. Gleeson, Commercial Electrical Supply Co.; J. A.

Bussmann, Bussmann Mfg. Co.; H. H. Luedinghaus, St. Louis Malleable Casting Co.; W. A. Ward, Manhattan Electrical Supply Co.; M. K. Clark, M. K. Clark & Co.

National Motor Section Formed

ONE of the most constructive features of the St. Louis A. E. I. convention was the approval given to a plan for forming an Electragist National Motor Section. The suggestion was brought to the convention by the delegation from the California Electragists. The Southern Division of that body has had such a section for a few months and the cooperation secured from the manufacturers was such as

by F. M. Kimball, General Electric Company, Schenectady, N. Y.; B. Lester, Westinghouse Electric and Manufacturing Company, New York, N. Y.; R. J. Russell, Century Electric Company, St. Louis, Mo.; A. H. Timmerman, H. A. Hudson and E. A. Forkner, Wagner Electric Corporation, St. Louis, Mo.; F. A. Gooding and W. R. Fraser, Emerson Electric Manufacturing Company, St. Louis, Mo.; C. R. Hunt, Springfield, Ill., and J. P. Lafferty, St. Louis, Robbins & Myers Co.

The work of the National Motor Section will rest largely in the hands of a committee which will meet with a similar committee to be appointed by the National Electrical Manufacturers' Association. Local associations will also start local motor sections to work in their own localities.

The purpose of the national motor section is to consider ways of applying the Electragist Trade Policy of "from the manufacturer to the jobber, to the dealer to the public." There is a large group of electrical contractors whose principal work is power installation. For several years their motor sales have decreased because of direct competition. Such conditions have also had an effect upon the wiring contracts.

At the final session of the convention the resolutions committee introduced the following resolution dealing with the formation of a Motor Section. It was passed unanimously:

WHEREAS, The success which has attended the operations of local Motor Sections of the Association of Electragists, International, which are today functioning in the cities of Milwaukee, Los Angeles and San Francisco, and realizing that Electragists throughout the country are equally interested in establishing policies and practices that will improve the conditions under which electrical motors are distributed and sold,

BE IT RESOLVED, That the organization of a National Motor Section of the Association of Electragists, International, be hereby authorized, for the consideration of motor distribution problems, and their analysis and solution, jointly with national manufacturers; and, also

BE IT RESOLVED, That a special committee be appointed by the Executive Committee to carry forward the organization of this National Motor Section, after having thoroughly discussed its natural functions and practices with the manufacturers, in order to secure their hearty and helpful cooperation.



At the Style Show: "Mr. Electrical Contractor"

Millinery by R. L. M. Mfg. Co.; coat by Panel-board, Inc.; shoes and puttees by F. S. & B. X. Rigiduct; purse and vanity by Switchdelux & Soderflux, Ltd.

to stimulate them to carry their idea to the national body.

The matter was proposed at the closing session of the convention and met with quick approval. Later that same day a number of motor specialists, local secretaries and motor manufacturer representatives met for lunch to discuss ways and means of getting the work of the section under way.

The manufacturers were very much interested in the plan and assured those at the meeting of their desire to do everything in their power to place the retail distribution of electric motors on a better basis.

The manufacturers were represented

Industry Interdependence

By CLYDE L. CHAMBLIN
President, Association of Electragists, International

There never was a time when the necessity for a "cards-on-the-table," "open-door" policy was more vital to industry success than today. We need an industry made up of men who are big enough and far-sighted enough to say "No" and stick to it.

Let us build our association with the highest ideals for service and quality.

Millions of dollars are being spent by the industry in building up good will with the public, but what will it avail if the policies within our ranks are unsettled, and instead of a coordinated, well trained personnel, each branch is selfishly fighting to get its share, regardless of the ultimate results.

I WILL venture to say that the successful electragists of this country are not the ones who follow strictly competitive business but the ones who have a repeat business, and repeat business, be it with architect, owner, or retail customer, is only gained by friendly, satisfactory service. If this principle be true in our dealings with our trade, does the principle not hold good in our dealings with our competitors and the industry in general? What valuable energy is being wasted by countless numbers in destructive criticism and unfounded suspicions, when after all we are pretty much the same in our ambitions and desires.

There are too many men who are so full of ego and so self-sufficient that they feel they do not need the help of other men to succeed. They feel that they personally, their business or their branch of the industry is all self-sufficient, but I am here to say that the days of grand isolated success passed with the stone age. Business men realize, as never before, the necessity for friendly cooperation, and the various branches of the electrical industry with so much in com-



Clyde L. Chamblin

mon, should keep this ideal ever before them. I wonder sometimes how some men get the reputation of being big men when I hear and see the little, insignificant things they will strain at. If you would have friends, be friendly; therefore, as friends are necessary to any successful business, let the name "electragist" also stand for him who will go more than half way to be a friend.

AND loyalty—a house divided against itself will fall, and a firm made up of disloyal employees stands little chance of success. The people assembled at this convention, and the branches they represent, gain the necessities and comforts of life from the various ramifications of the electrical industry. This indus-

*Delivered at the Convention of the Association of Electragists, International, St. Louis, Mo., August 10, 1927.

try will progress only in so far as the individuals, the firms or the branches are loyal to its best interests. Your best friend is the one who will point out your faults to you, and honest criticism is always in order, but such criticism is only effective when the spirit of friendship goes with it.

Let us be so loyal to this great electrical business of which we are so vital a part, that we will be ready at all times to defend its good name with the same spirit we defend our own good name.

And then tolerance—the quality of being open minded enough and broad enough to believe that the other fellow may be sincere and honest in his opinions, even though his ideas differ from ours. The spice and urge in business life comes from the matching of countless ideas common to each personality. What a drab, humdrum existence if we saw things just alike. On the other hand, there are certain fundamentals, certain rules of the game, which should be recognized by all who have an ambition to succeed. Encourage and invite the cooperation of all men and groups who are serving the industry fairly and sincerely; be intolerant of greed and selfishness. Individual thought and action reflect themselves in group thought and action.

THE keynote of this convention is “A United Industry”—united to defend from attacks from without, but even more united in harmony and good will from within. United in interest in our common problems, and united in rendering a service to the public.

This is your association, set up to study and protect your interests. Its officers have not a selfish motive in serving you, but on the other hand willingly give of their time in guiding the activities and programs of this association. Your executive committee is honest and sincere in its desire to do the right thing in the right way, having only one desire in mind and that to do those things for the contractor-dealers of the country that will be of greatest benefit. There may be times when through lack of complete knowledge of a situation you may be inclined to disagree with some of the

activities or results of our program and we invite your frank discussion of such problems.

THE latter part of last year in company with electrical men all over the country I was asked for my predictions for 1927, and I stated that I believed 1927 would see the greatest progress yet made in a closer understanding within the industry. I am not a prophet, nor yet the son of a prophet, but if you are in touch with the situation, through the trade press or otherwise, you will have to agree that this prediction is coming true. Never before have we seen the open minded, frank discussions that are constantly taking place, both within each group, and between groups. The formation of the N. E. M. A. as a single national body from its former several separate groups; the development of the Electrical Supply Jobbers Association into a definite national body with a national chairman, have brought the four commercial branches of the industry into closer relationship, as evidenced by our good fortune today in having the executives of each of their national organizations on this program.

Another group coming into closer and closer contact with the industry by organization activity is that of the inspectors. We welcome this tie-in for next to united effort in sales, we need united thought and action toward a uniform inspection and rules throughout the country.

The A. E. I. will yield to none in its desire and effort to be in the forefront of progressive, open minded, united study of mutual industry problems. This is best exemplified by the brief recently submitted to the industry conference on cost of wiring. It was a volume of carefully compiled data, and analyzed the subject in a way that has never been done before. While it was done in defense of the position of the contractors in the controversy, we believe it has contributed a better understanding of the big problem confronting the industry—that of selling the public more electrical service. I believe there is a lesson to be gained from this controversy which should benefit all branches, and I believe we have come to a better understanding of each other as a result of it. Gentlemen, we owe each other noth-

ing except as we deserve it. Central stations, manufacturers, jobbers, or contractor-dealers deserve support of the other branches only in so far as their policies justify support. And such policies will gain support only in the measure they recognize the position and rights of others in the chain of distribution.

THERE has never been a time when the necessity for a "cards-on-the-table," "open-door" policy was more vital to industry success than today. We need an industry made up of men who are big enough and far-sighted enough to say "no" and stick to it. A policy is a policy only so long as it is maintained or is changed for progressive reasons alone, and not at the whim of an individual, or temporarily set aside for immediate gain in the stress of competition.

The A. E. I., with a membership of 2,300, is attempting to set up policies and ideals for the contractor-dealer branch of the industry, although we represent less than 10 percent of the total number in the country. As sincere as our desire is, and as hard as we are working to place this great potential selling force on a basis that will be of greatest service, what a Herculean task confronts us! Not only are we faced with the problem of reaching this great field and selling our organization to it, but we are also confronted with the conflicting and changing policies of those to whom we should be looking for aid and guidance in our undertaking. More and more as the central stations are becoming national distributors of power, just as the manufacturers and jobbers have been for years past in their lines, these groups are becoming vitally concerned as to what type of men compose the last link between them and the public in a national way. With the electrical industry standing at the forefront in wealth and power among the industries of the country, should 2,300 men alone be expected to give of their time and money to do this job unaided, when individually they have the least to gain? Millions of dollars are being spent by the industry in building up good will with the public, but what will it avail if the policies within our ranks are unsettled, and in-

stead of a coordinated, well trained personnel, each branch is selfishly fighting to get its share, regardless of the ultimate results. If only a fraction of the money being spent to create good will with the public could be directed to the work of training the shock troops of the industry in efficiency and salesmanship, what a splendid dividend it would return! The A. E. I. is more than willing to do its part, and is spending every dollar of its income endeavoring to bring this about, but we submit that this is an industry problem and responsibility. We have the set up and we have the program, but there is a physical and financial limit beyond which we cannot go. This situation calls for more than a shrug of the shoulders or an uninformed expression of opinion. It calls for far visioned, earnest consideration on the part of our best thinkers.

Every electrical contractor-dealer who is progressive and who takes pride in his business owes it to himself as well as to the business in general, to belong to and support by his loyal cooperation this, his trade association. Therefore, let us be loyal to our association, and take upon ourselves the responsibility of selling it to non-members.

IN conclusion, I feel that I am indeed fortunate in being called to serve this association at a time when the men of the industry are beating their spears into pruning hooks and swords into plowshares. We have in America a system of life which gives everyone an equal opportunity to project himself, his abilities, and his industry into his daily actions.

The crop we reap from the seed thus sown is named Success or Failure, and the size of the crop is dependent upon the kind of seed we sow plus the kind of cultivation we give it; in other words, the quantity of intelligently directed industry that we put into life.

There is competition, yes; and because of that competition human endeavor thrives. Competition compels us to put the best of ourselves into our work, and this not only develops us but also develops our work and the other fellow's work as well, but this is accomplished only when competition is intelligent and constructive.

H. T. Sands
President, National Electric Light Association

Answers Fowler's Questions*

WE HERE today, your association and ours, are a part and parcel of an industry whose birth, development and growth, from swaddling clothes to full and lusty manhood, have taken place within the memory of the present generation. The development of the electric light and power industry in this country is one of the marvels of the age, yet neither the public nor those of us who have been on the firing line for many years, really give much thought to the toil and travail which has accompanied this development.

We started out as pioneers on uncharted seas. We had no precedents to follow except those recognized as successful in ordinary private business. In fact, for many years both the public and ourselves looked upon our business as a private business and subject only to those economic laws pertaining to any well-conducted private enterprise. We were selling a service that was new. The public was skeptical of its value and sometimes afraid to use it. Oftentimes we were subjected to competitive divisions of the territory we served and were forced into price cutting and other measures to retain our very existence.

Each electric light company was a unit and a law unto itself and was fighting its own battles with nothing more than its own selfish interests in view.

Wiring at Any Price

Looking back on some of those early days I wonder that we got along as well as we did. The electric motor had not yet made its advent. All we had to sell was lighting, furnished through the medium of a highly inefficient carbon-filament lamp, supplied with current from stations and lines none too well constructed and maintained.

We felt it necessary to utilize every means at our command to extend our



H. T. Sands

business. These means often took the form of wiring at cost, at less than cost and sometimes free. We looked upon the wiring contractor as a competitor and an enemy rather than a friend and ally. I can well recall the time when I thought more of getting a wiring job away from a contractor than of securing a new customer. We complained that the contractor was hurting our business through inadequate wiring and ignored the now seemingly obvious fact that our policy forced the contractor in many instances to install wiring in the cheapest possible manner to meet the competition of the electric service companies.

All of this is now history, and you doubtless wonder why I am taking time in its recitation today. My object is two-fold: First, to present a picture of a situation which fortunately exists now only in a very limited degree, and also to point out that those conditions existent in the early days, and regrettable as we now see them, were but the growing pains of an infant industry and the logical outcome of the development of a new business, the fundamentals of

which were but dimly understood even by those engaged in the business.

About a decade ago, almost overnight, we stepped out of our swaddling clothes into full grown manhood. Seemingly all at once it dawns upon us that electric light and power service had demonstrated its worth and that practices which seemed necessary in the early days of the industry were no longer either necessary or desirable.

We awake to a realization that the furnishing of adequate electric service to this country was a tremendous task and that in the rendering of that service we needed the help and co-operation of every branch of the industry; that because we were engaged in furnishing electric service there was no more reason for the public to expect wiring or appliances to be furnished at less than cost, or even at cost, than to expect the coal dealer to furnish stoves and furnaces on the same basis.

It is not easy to alter a habit once fixed and there are doubtless electric light and power companies today retaining much of the viewpoint in respect to the other branches of the industry as obtained twenty years ago. I believe, however, that this class represented but a small proportion of the electric service companies of the country. We have not reached the millennium by any means, but I believe we are on our way.

Fowler's Seven Questions

In the most admirable presented paper by Mr. Joseph A. Fowler of your organization at our convention at Atlantic City last June he offered seven questions, questions indicative of the mental attitude of the men in your industry. I am going to undertake to answer these questions. Let it be understood, however, that these answers are but a statement of my own ideas and must not be taken as a statement of the position of either the National Electric Light Association or the electric light

*Read at the Convention of the Association of Electragists, International, St. Louis, Mo., Aug. 10, 1927, by Louis H. Egan, President, Union Electric Light and Power Co., St. Louis.

and power industry. It is my belief, however, that they represent the preponderance of opinion of those engaged in light and power business. (See middle column for answers to questions.)

There is an old hymn, the title to which, if I recall it rightly, runs "We Shall Know Each Other Better When the Mists Have Blown Away." Between the two branches of the industry represented by your organization and ours there have been mists—mists of suspicion, of doubt and I regret to say, at times, of enmity. But these mists are disappearing and will still further disappear as there dawns upon us a clearer understanding of the magnitude and the importance of the task to which we are committed—adequate electric service nation-wide. That is our aim and goal.

Forget the Past

No branch of the industry working within itself can approximate that goal. All of the branches of the industry working independently, each seeking its own selfish ends, will fall far short of that goal; but with all branches working in close cooperation and harmony we can achieve magnificent results.

How then shall we proceed to assure this result? What is the need of the hour?

First of all, we need to wipe the slate clean and make a fresh start, to call for a new deck of cards and to have a new deal. To my mind we need less recrimination and more cooperation. Less thinking and talking about what has been done and more thinking and talking about what there is to be done. Less trying to place the blame for the past and more constructive, cooperative thinking for the future.

You may say this is mere idealism, and I grant you it is nothing more provided we do not actively set about to resolve idealism into practicalities.

Ideals we must have, but to translate ideals into vital realities we are obliged to work through practical ways and means. Let us have no delusions about what we are to attempt. The task before us is by no means easy. No matter how sound the policies formulated by your association and ours, the car-

aware of the plans for reorganization of the Society for Electrical Development. While these plans are still more or less in the formative stage, they have progressed far enough so that we can see quite clearly possibilities for a large cooperative movement. I believe that in this proposed re-organization will be found the medium for bringing about this much-to-be desired result; that here will be afforded an opportunity for the representatives of the four great branches of our industry, the electragists, the manufacturers, the jobbers and the electric light and power companies to meet on a common ground, get around the table on an equal footing and plan for cooperative action.

But even here we will not progress far unless each individual director of the society is imbued with the spirit of cooperation and impressed with the magnitude and importance of the task that lies before us. In view of the experience of the past decade no one can visualize with any degree of accuracy the magnitude of that task; but we do know that there lies immediately at our hands an opportunity through team play to render an increasingly valuable electric service to the American public.

Much of the lighting in the homes of this country is entirely inadequate. Doubtless when installed it then represented the best practice in domestic illumination, but owing to the tremendous development of the incandescent lamp it is now obsolete and inefficient. To provide the homes of this country with adequate up-to-date illumination is in itself a tremendous task.

The extension of electric service to farm homes and farm work is another undertaking of tremendous magnitude and importance, an undertaking involving tremendous social as well as economic benefits. In many commercial institutions there exists the same condi-

(Continued on Page 39)

1. "Has the dealer had a fair chance to do a real selling job?"
In some instances, yes. In others, decidedly no. In all instances he should have.

2. "Is it possible for a central station salesman to sell on commission without misrepresenting the company, its goods or its competitors?"

I believe it is perfectly possible under the right type of sales manager and the right kind of salesmen. No central station company can afford to retain a salesman who makes misrepresentations of any kind.

3. "If the utility makes it impossible for the dealer to market standard products profitably, should he abandon the field or attempt to compete with less dependable products?"

Which of these courses, if either, should be adopted should be decided by the individual contractor, but neither should be undertaken until every effort has been exhausted to create a situation in which it is possible for the dealer to market standard products profitably. If local efforts fail to create such a situation, then appeal should be made to the respective national organizations to exert their good offices to attain this end.

4. Does the Public Relations Section take the contractor and dealer into consideration as a possible asset in building public good will?"

Most assuredly yes.

5. "Does the average utility executive care whether or not the contractor-dealer respects and trusts the service company?"

No utility executive is fit for his position who is not concerned that every element in the community should respect and trust his company, and most especially so those elements whose cooperation is necessary in the upbuilding of his business.

6. "If the contractor-dealer fails to measure up to expectation does the power company attach any of the blame to its lack of sympathy and understanding?"

This is a hypothetical question and an intelligent answer is possible only through knowledge of all the attendant facts. I am not attempting to duck the answer but frankly do not know how to frame one that would fit every case suggested by the question.

7. "Has the central station a moral or legal right to sell merchandise or do inside wiring at less than cost and charge the loss to energy selling expense?"

Not being a lawyer, I will not attempt to answer as to the legal right. As regards the moral right, I believe such a course to be unethical, unsound, unbusinesslike and entirely unnecessary.

rying out of those policies depends upon our members, over whom we have no control and upon whom we can exert only moral influence.

How then can we best proceed to bring about a larger measure of real cooperation on the part of every branch of the industry? I think you are all

The Association at Work

Abstracts of Addresses Made Before the 27th Annual Convention of the A. E. I. by Secretaries of Local Groups Outlining Their Methods of Operating and Their Policies

By Arthur P. Peterson,
Baltimore



I JUST wish to outline a few of the things that we are doing at Baltimore, so that you can have an opportunity to see "The Association at Work." In order that there would be very little confusion in

our activities we have divided them into four parts: Those which are suited to the particular individual member; those directed at the groups of electrical contractors; activities that seek to improve and make better business trade relations, and a fourth activity known as "Creating New Business."

Going back to what is being done for the individual, we make an analysis of a man's business. Anything that I find is, of course, kept strictly confidential.

We render an accounting service. If an analysis of a business indicates that he should have a simple system of accounting, we put it in. We hope that we can put in a standard accounting system because we have found from experience that it is best suited to an average electrical contractor's business. We will not only put that set of books in for him but we will keep calling on him at regular intervals to see that he is carrying it on as it should be.

Business advice is given to the members. If it is a question we cannot easily answer it is referred to a group without our organization or to our general advisory board. We have established a credit and collection bureau to help members reduce their accounts receivable. That bureau has been far more successful than we thought it would be, and in spite of the fact that we never make a personal call to collect a bill, we have collected 54.5 per cent of all delinquent accounts turned in by

members. We are tied-in with the credit bureau of the merchants' association and other credit bodies.

We started our organization the first of last February and opened our headquarters. We collect our compensation at so much per hour. In other words, the contractor pays into our association three cents an hour for every hour that his journeyman is employed or that his labor is employed. Whether he adds that on his bill or not is not our concern, although I will say that a majority of them do that.

Confidential Bulletin

We send out to members a confidential bulletin of delinquent accounts. We advise regarding legislation, city hall matters, pertinent facts that our members should know and that only our members should know.

We maintain in addition an information bureau for members. We cannot answer all the questions, but with the cooperation of the jobbers and manufacturers we have accumulated a very complete electrical library in our office which makes data quickly available. If we cannot procure the information there we secure it elsewhere for the members.

As to the international association, we feel so strongly about the matter that we pay a man's dues into it. He pays his dues originally to us, but we repay him, every month, one-half of his international dues. We have set aside a goodly amount for this particular purpose.

Let us turn now to the question of group activities. We have brought the men together by adopting a uniform method of billing time and material. We have tried to secure uniformity in bidding through uniform use of the Manual of Estimating put out by the international association. While the number of members who have adopted it are probably not in the majority, still we have made excellent progress.

Then we have group meetings. The

estimators meet twice a month and we have meetings of the business group as well. We carry an advertisement in the telephone book, which produced more business than the cost of the advertisement.

We are trying to bring about an understanding between the members when complaints arise one against another.

Meetings With Suppliers

We are trying to bring the industry into better relations for our own good, so we have a jobbers' meeting twice a month and the manufacturers' representatives also meet at the same interval. We try to get members of these two branches to attend the meetings of the other, and one member from each of these on the joint advisory board. When a matter comes up which involves two or more branches of the industry we are, in many instances, able to settle the thing by going direct to the representative of that group. These industry relations have brought about an entirely different mode of thinking in Baltimore.

Now as to the creation of new business. Oftentimes one will say that it is the function of the electrical league to attend to that. It is when it is a general activity, but we are confining it to the membership.

Probably one of the activities which has received more publicity than any other is our commercial lighting work, which we have divided into three parts: Show window, store and commercial, or industrial. Right now we are concentrating on show window lighting.

We made arrangements with a window lighting organization to aid those requesting assistance. This service is donated by the lighting company and is made available to all members of the association to aid them in putting through window lighting jobs.

We are going to start out with one major demonstration in the fall, followed by perhaps a maximum of eight to twelve demonstrations in different parts of the city. We are cooperating

in this with group associations, for example, the Charles Street Association. They are cooperating with us in sending out certain data we have prepared for them, and we are cooperating with the hardware and other merchants. We have had a home electric which proved very effective, the first Baltimore ever had. We also maintain a public information bureau.

Personal Contact Important

While we have a bulletin we find that personal service, personal contact with the individual member, enables him to get certain things off his shoulders and we are able to accomplish far more that way. At the present time I am spending two hours out of every eight or ten in the office, the rest of the time being spent in the field.

By W. J. Biddle, Detroit



PLANNING new things to do or doing old things in a new way is a definite part of the secretary's job, so under the heading of "Policies and Their Applications" I shall try to give you a

glimpse of one of the most important phases of its activity.

Mr. Webster says a policy is a definite course of conduct. This fits our need exactly, for to a trade association a policy is a detailed program or plan to accomplish some definite future result.

Policies may be roughly subdivided under two headings, positive and negative, one of which is always adopted in varying degree, consciously or not, by every organization.

A positive policy is usually a definite course of action, and when predicated on sound judgment will bring about the results desired in proportion to the continuity of effort displayed. The negative is an unconscious or vacillating course productive of little of a constructive nature.

In selecting a policy there are many things to consider before a final decision is reached, careful deliberation being much safer than snap judgment. The first essential is a survey of the

field and an analysis of the existing situation. This will show up the weak spots, giving a rough idea of what to start on. In general, the effort that benefits the greatest number in the shortest period of time has the best chance of success. Our people are very prone to demand immediate results and if some activity can be started that will gratify this desire then other projects of a more permanent nature can be undertaken as fast as warranted.

We must never overlook the fact that policies must be fundamentally and economically sound to have any permanence.

Interest of All

Activities that are inimical to the interests of other branches of the industry should be shunned for the real interests of all divisions of the electrical group are closely allied. Aside from the fact that such a plan is practically doomed at its inception, anything that creates strife is decidedly not good business. Satisfactory progress in any line of business is possible only when all branches embark upon a sound, logical plan of mutual helpfulness and no policy can be entirely successful that does not in some way benefit all participants.

We must always bear in mind that we are in business to serve the public and all our plans must be subservient to its welfare.

Some of our plans have far-reaching effects impossible to foresee and occasionally are a source of considerable embarrassment. Much of this can be avoided if the program is given sufficient thoughtful consideration in the first place.

It is on the big, vital questions that there is such a difference of opinion. Many people have decidedly definite views on a great many subjects and are somewhat inclined to resist changing them. If we could say to our members, here is our policy, now go back to your office and follow it to the letter with the assurance that these instructions would be carried out, then policies could be put across with a bang. Perhaps it is a good thing we cannot do this, for undoubtedly we would be inclined to run affairs with a high hand. Practically all we can do is to sell the majority of those affected and bring about a gradual acceptance by the rest.

Organization is naturally a prime

requisite, but in this instance is being taken for granted. Without an organization establishing a policy is next to impossible.

When any project is new the average person is quite enthusiastic and can easily be kept in line, but as time goes on the effort may become somewhat onerous or the shoe may commence to pinch a little. Then is when the trouble starts.

The A. E. I. has done a wonderful job. From headquarters has come a vast amount of information. The educational work, accounting system, estimating data are splendid. The association merits the loyal support of all. When you go home be a good member and try to get others to join the ranks.

By E. H. Herzberg, Milwaukee



WHEN our organization was formed one of the first things we did was to hold some meetings with the jobbers to improve the credit situation in the city of Milwaukee, which was in a deplorable

state. That is where the idea of the cost accounting system supported by the jobbing industry and the contractor-dealers got its origin. We decided that in order to be able to tell whether or not a contractor was worthy of consideration by the association, or the jobbing industry, first of all we must have an instrumentality in our organization which would tell us just exactly where the contractor stood.

That plan was worked out with the support of the jobbers, and is working today, inasmuch as any contractor in the contracting business—a member of the Contractor-Dealers' Association, or a non-member—can obtain the cost accounting system books free of charge and the installation free of charge which would be fifty dollars otherwise. That is worked out through the plan with the jobbing industry by which a contractor who keeps this cost accounting system in continuous operation for one year, having paid for it, is refunded, at the end of that period, one percent of his actual purchases, equalling the

actual cost of the installation and the books.

But that is not a cure-all for the entire situation. Some of the contractor-dealers who put in the cost accounting system found that they were operating at a loss, and they decided to reduce their overhead, and the result was that before long, with our ninety-some members, we had all the way from twenty-two hundred to three thousand dollars on our own accounts receivable. So I thought we had better put in a book-keeping system and we did. In doing this we found that in order to be successful a contractor-dealer must realize that he must pay something for what he got, and our board of directors suggested an increase in the dues from \$48 a year to a minimum of \$125 with a maximum of \$450. And I am glad to report to you at this time that I find that under the plan upon which we are now working, the dues being payable monthly, subject to five percent discount, we haven't got anybody on the accounts receivable.

By David A. Fleming, Pittsburgh



WE ARE just starting with a full time man, and we are kind of just getting our feet on the ground. We don't know yet, altogether, what our program is going to be, although we have a general idea. We

are trying to get down to fundamentals. There are certain basic things which must be carried through this local organization work, and we must have a firm foundation, or we are not going to get far.

One of the fundamentals of this work is credit. That is one of the things that is going to, perhaps, eliminate the undesirable contractors.

Another thing that seems to be of vital importance with the organization of larger contractors, such as we have, is a matter of handling business, and I have had a rather unfortunate experience in trying to find out what the other fellows are doing about that.

Another thing which we have to take into consideration is the general con-

tractor. Some of them have a tendency to peddle bids. We are simply trying to get them to know how we feel about this thing, and how we want to do business, and so we have set up some rules covering that.

The job is advertised for bids, or the members get cards asking for bids, and they call up and tell me that they are going to register on that job—that they are going to bid on it. I get from them the name of the architect, and, if possible, the name of the general contractor.

A short time ago we had one job and there were only twenty-seven general contractors on it, but just one architect.

Handling Bids

We get in touch with the architect and get from him the date on which he wants the bids on the job, and whether it is a direct bid, or through the general contractor. When we have obtained that information, regardless of what the general contractor may want, we set the date on which the costs of the job shall be brought into my office—usually the day before the architect wants the bid. We get together around the table with our field costs—just our field costs. We don't discuss the costs in detail, but every man turns in the amount of material and labor, and the total amount of his bid. If he is away off the track he immediately talks to his next-door neighbor—the fellow across the table or around the room, some place, to find out what it is all about. We save him money that way.

A short time ago a man came in with a bid, and his costs were \$10,300. There were five or six others whose costs ran around \$15,000. He checked up his bid and found that he had left out \$4,300 for special equipment. Well, he was eliminated from that job. If we hadn't been pursuing that course his bid would have gone in with that material left out, he would have been awarded the job—and what would have been the result?

That is one way we are handling that proposition—open and aboveboard, putting the plans before the architects, and asking their cooperation on them—and we are getting it.

Another plan we have in mind, along the lines of this credit proposition. A week or two ago a school job was let. The law provides that the job must be awarded to the lowest responsible bidder. The three lowest bidders on that job were eliminated by the school board. Two of them were members of our association. We had to find out

how and why they were eliminated. It was a matter of credit. That was a reflection on our association, and it would reflect on the international association, because Pittsburgh is one hundred per cent members of the Association of Electragists, International.

By C. J. Geisbush, California



WE HAVE in California a state activity, and many local activities. Our major activity is divided into two general classifications—first, the self-education, or the education of the contractor himself.

We place at the disposal of the contractor various information of value to him, and we urge him to make use of it in his business.

The other part of our work is what we call industry relations, and it takes considerable of our time forming contacts with other branches of the industry.

Our educational activity divides itself again into three more classifications. First, and most important, is the accounting, which includes business practices.

The second activity, which is based entirely on the Manual of Estimating, issued by the Association of Electragists, is an estimating class, which is conducted in groups, in all of our various communities.

Third, comes merchandising, which divides itself into two activities—first, the sale of electrical merchandise, being the arrangement of the store and the decoration of the windows; and, second, the sale of electrical devices.

Helping With the Books

Regarding accounting, we have an accountant who spends his time in talking over that matter with the various contractors. Our association makes it easy, at the present time, for a contractor to purchase a set of books. He can buy the fifty-dollar set of books that the International Association furnishes, at the rate of fifteen dollars a month.

The contractor, himself, makes his own deal on the cost of establishing the system. That is made necessary by the fact that the accountant may have to

travel hundreds of miles to establish a system for a certain contractor.

We are also urging a system of credit. We are trying to get the contractors to put in practice a system of credit, such as a banker uses.

Jobber Aid

We have asked the credit men of the jobbers—of whom we have eight co-operating jobbers in the city of Los Angeles, and about five in San Francisco—to conduct a series of meetings for the discussion of credit and accounting. We asked them to do that because they know why contractors are in trouble in various communities, and they can point out the error of the contractors' ways, and urge upon them better practices.

Another reason is that the credit man gets out into the field and finds out what the contractor is up against, himself.

The second activity—estimating—is the interpretation of the Electragists' Manual of Estimating. In a recent campaign which we carried on in Northern California, we had seventeen meetings, covering the entire northern part of the state.

Merchandising

The merchandising activity is not as strong and solid as it should be, but it has produced some very fine results for us. We have a merchandising institute that we take out through the district, and we obtained the services of the very finest merchandisers, for the purpose of carrying on this institute.

Then there is the matter of our relations with other branches of the industry. We are going on all the time with meetings with our jobbers, discussing trade policies, internationally, and discussing with them the position of the contractor, and what we have a right to expect from the jobber, and what the jobber has a right to expect from us.

During the winter months we have a meeting with the jobbers at least once a week. We don't talk to the jobbers collectively, but individually, and we find that they express themselves more frankly than they would otherwise.

Probably the most important activity that we have had to carry on is with the motor manufacturers. And we also maintain relations with the central stations in our territory.

In this regard, we found in one particular district, that the Red Seal campaign was not getting across. We knew our contractors were wiring buildings on a higher standard than the Red

Seal required, and no report was made to the utility. We investigated that matter, and the contractors would say, "Why shall we turn into the utility a report on a Red Seal job, and give the utility salesmen an opportunity to run out and grab our merchandising game?"

Through this contact we have been able to set up a certain code of ethics, as regards the Red Seal work, so that the contractor who has developed the job, wired the job, stimulated the interest of the consumer in putting in more appliances, has the first opportunity to sell those appliances.

Now we feel that this kind of contact work is very valuable to us, and we are trying to carry it through all our activities, in our relations with the other branches of the industry.

We also feel that the Association of Electragists, International, is the leader for us, that we can get from them ideas of how to proceed, and if we apply those ideas to our particular district we get results.

By John Kuhlemeyer, Illinois



SOME time ago I was asked to address the contractors and dealers of Northern Illinois on the subject of organization. When I looked up the word "organization" in my dictionary I found

the following definition: "To arrange a task in suitable parts, so that it may be performed efficiently."

When we keep this definition clearly in mind we get a much better picture of the purpose of an organization. Entirely too many contractors are under the impression that all they should be required to do in joining an organization is to pay a few dollars a month in dues and then it is up to the association to bring about what they call "conditions," that is, they believe that they are then entitled to have a lot of work at big prices. In many cases the association consists of some poor, hard-working devil, a so-called secretary and a membership list.

When they pay in, say \$120 a year, they expect a \$1,200 service, but they do not realize that they do not under-

stand the functions and purpose of association work.

How is it possible to get more out of an organization than members put into it? The purpose of an organization is to arrange its task in suitable parts that it may be performed efficiently. And unless the individual member does his share in making better conditions the results will be unsatisfactory. It is not so much the dues the members are paying as the personal cooperation and effort that builds up an organization, and, furthermore, do not forget that an association is only as strong as its affiliations and cooperation with other organizations in its line.

Association Benefits

We hear only too often the remark, "What do I get out of this association?" and this is usually from members who are always behind in their dues and never attend meetings or cooperate with their fellow members or officers. Now, then, if a so-called member is under the impression that his membership is simply a license to hold up the public and that he has no obligations toward his fellow men then of course he is bound to be disappointed. We must always bear in mind that unless we render an efficient and intelligent service to the public we become parasites and a burden to the industry and have no right to be in business.

The very fact that we feel the urge to become organized or to join an association indicates that we have a task to perform, or that we are confronted with a problem, or perhaps many problems. Would it not seem logical, therefore, that we must agree upon and state our problem or problems in a clear, comprehensive manner before we can plan an intelligent attack on them?

I believe I can safely say that it all boils down to two basic facts. The first is that there are too many incompetent contractors ruining our business. Contractors are being manufactured too fast. In the second place there is not enough business available to enable the present contractor to operate at satisfactory capacity.

Now, you might say that if we eliminate some of the superfluous and incompetent contractors the volume of work would then be satisfactory to those remaining. But that would not be entirely correct. One of the main reasons that there is not enough work for us to-

day is that we, as contractors, have not kept pace with modern business. As a rule we have been contented with what work was given us. We have not, as a whole, done a good job of selling or creating a demand for more work.

As individuals we cannot expect to do very much in correcting these conditions in general. We can, however, analyze our own business and our own shortcomings as contractors, change our obsolete methods of doing business, clean our own house, learn to estimate instead of guessing, keep a proper set of books, stop doing work without a profit and become loyal and active members of our local, state and national organization.

An Organization Job

Being organized we can tackle the first problem. Too many incompetent contractors are being set up every day. Here is a job for our organization.

What, who and where is the cause of this? We all know that under our present system any one anywhere can start up in the contracting business. Ordinarily there are two fundamental requirements in order to expect to succeed in any business, and they are capital and experience. The question, then, is when a man ignorant of the first principles of business and without experience starts out to contract where does he get the required capital? For an answer I refer you to some of the jobbers.

When a particular contractor is operating on a price-wrecking basis, destroying himself and well-established contractors in his territory; when he gets to the point where he cannot pay his bills and gets in a hole who supports him financially? Who enables him to stay in business when it is obvious that he is incompetent, hopelessly bankrupt, a destroyer of confidence, a menace to the whole industry? Again I refer you to some of these so-called jobbers.

Why do certain jobbers do these deplorable things, one may ask, and the answer is the same as in our own case—too many so-called jobbers, and in some cases ruinous competition. When we recognize the fact that the jobbers are confronted with conditions which in turn affect us it is obvious that we should look further into the matter. It becomes at once apparent that back of the jobber is the manufacturer who is in part responsible for the unsatisfactory jobbing situation.

It is not my purpose to criticize or accuse any one in particular in this matter, but rather to point out the interrelation existing in this vital problem of ours, sound credits.

As long as a difficulty is caused by sources outside of our own membership or the contractor field as a whole it seems rather obvious that we should seek cooperation from those who are in part responsible for it and who are, furthermore, vitally interested in our success.

It would seem that one of the purposes of our organization, whether local, state or national, would be to join hands with the jobber and manufacturer and all the elements that are interested in improving this particular phase of our difficulties.

So much for part one of our problem, that of keeping out the incompetent contractors. We have now come to part two: Not enough work, the necessity for a better job of selling.

First, let us examine and analyze just what we contractors have been doing and are doing to obtain work.

As a rule we watch building reports and do a little scouting around, but in the majority of cases we wait until we receive a call to give an estimate. That is, we are trying to get our share of the work caused by the prevailing building activities and simply supply the existing demand for electrical work. We have been satisfied in the past with the natural demand and let it go at that, but we must admit that being satisfied with the normal demand is at once a confession of being out of step with modern times. Is it not a fact that in many cases we are doing business like our grandfathers did? Would there be any large business today if the man in control had been satisfied with normal demand?

Financial Worries

Being satisfied means being dead, and we must admit that as a whole we contractors have not been alive to the opportunities of creating a bigger and better demand for electrical work. Of course we all know the main reason for this dormant and indifferent attitude of the contractors. If one is undernourished and practically starved to death, financially speaking, when one feels that his case is hopeless, that the cards in this game are stacked against him, that there is no incentive, there cannot be much interest or activity or enthu-

siasm of any kind. We are in business to make a profit. No profit, no interest.

I feel very confident that as soon as the contractor obtains a reward, financial as well as moral, commensurate with this effort, that he will become an entirely different person; that as soon as there is a majority of competent contractors in the United States there will be injected into the electrical industry an element that is bound to be of enormous and lasting benefit, not only to every one in the industry, but that the industry as a whole will be able to render a more valuable service to the public.

Here again we must agree that although the individual contractor can to some extent exercise his native ability and do a better job of selling, the logical conclusion seems to be that there is another function and another purpose for the association.

We can readily see that in solving this problem of selling more wiring or appliances at a profit we are affecting the interest of all those engaged in the industry. The utilities, manufacturers, jobbers and even labor are vitally interested in this, and right here one can sense the basic opportunity, the vital purpose of organized effort.

Does it take very much imagination to visualize the possibilities of unselfish and intelligent cooperation of the various interests making up the electrical industry?

We know from reliable sources that since 1924 there has been an increase of 30 percent in the number of contractors and at the same time a decrease in wiring of 30 percent. That is indeed a problem that must be faced squarely. Can we get together; can we cooperate in correcting this situation; can we remedy this condition that is affecting the entire industry? I believe we can.

In outlining the purpose of organization we must not overlook the fact that there is a great task confronting local associations in helping their members to become better business men. It is a tremendous task to change the old ideas of the average contractor. It takes a great deal of time, money and effort to get him interested in proper estimating or to keep a set of books, or to live up to the very first principles of business ethics, and I believe that this work can only be done satisfactorily by local effort rather than nationally. I believe it must start from the bottom up and then be tied-in nationally.

The Manufacturer's Viewpoint*

By D. HAYES MURPHY

Vice-President, Supply Division, National Electrical Manufacturers' Association

REALIZING that the relations between our two branches of the electrical industry are not what they should be, the National Electrical Manufacturers' Association invites closer contact with the Association of Electragists for the purpose of studying ways and means for improving these relations. And in our opinion the best and surest way of improving the relations between our associations is to start out on a program of increasing the profits of our members through more and better electrical service to the public.

These contacts must be made through delegates from each association who are truly representative of the great fundamental principles involved and not merely individuals representing cliques, small factions or local prejudices.

At the present time NEMA is engaged in eighteen major activities. Nine of these, or exactly one-half of them, are problems which can only be solved through the closest cooperation between the Association of Electragists and the National Electrical Manufacturers' Association, and there is a tremendous amount of constructive work which may be done with results beneficial to the entire industry without getting into any of the numerous controversial subjects.

I am sure you didn't ask me to come to this convention merely for the purpose of telling you how essential the electrical contractor is to the electrical manufacturers and what a good customer he is.

Every manufacturer acknowledges this as an obvious fact, and what is more important, every manufacturer and every contractor must recognize that the business of producing electrical materials is so closely allied with the business of making electrical installations, and each is so absolutely dependent upon the other, that we are forced to work together whether we like it or not.

Why not, therefore, lay aside the

thousand and one things which we might argue and fight about, and pick out to start with just one single job which we both know has to be done, and help each other to do that job by doing it together?

Close Cooperation

It is said that "a touch of nature makes all the world akin" and if that's a fact we should have no trouble in establishing the closest kinship between our two associations, because your greatest trouble and our greatest trouble is one and the same thing, namely, a bread-and-butter problem, and the reason why we have this problem is the same in both cases.

It's the old familiar story of supply and demand. Manufacturers and contractors both have developed their ability to produce more rapidly than they have developed their ability to sell. It has therefore been said of electrical manufacturers that they are good factory men but poor salesmen, and I dare say it might be added with equal truth that electrical contractors are good wiremen but poor merchants.

The thing we are all after is some practical way of increasing our profits, and larger profits can only be earned in one way, that is by improving our service to the public.

Of all the conditions which make business unprofitable excess capacity to produce is the most common and it is the worst.

I wonder if you gentlemen realize that right now you are buying some of your electrical supplies at prices actually below factory cost? And even though you pass this bargain along to the public in its entirety you are still unable to run your establishments at normal capacity and keep your men fully occupied.

There are two remedies: One, to lay off half our help and restrict production, and the other is to increase consumption—that is, develop more business.

No one is willing to restrict production unless he knows that his competitor is going to do likewise. To restrict



D. Hayes Murphy

production by agreement with competitors, however, is illegal, and even if it were not illegal it is bad business and none of us would want to do it.

To increase consumption, on the other hand, by cooperative advertising and cooperative market building is a perfectly proper association activity and one which could readily be made immensely profitable to the entire membership of your association and the entire membership of our association.

Working Together

Why haven't we been working together on this job for the past many years? Is it because we have chosen to devote our time and energy to fighting among ourselves over the existing business, instead of realizing that the public is waiting to be sold the electrical idea in a big way, and dedicating ourselves to the agreeable task of giving them what they want?

I have just referred to the eighteen major activities of NEMA and without enumerating them all let us consider for a moment just one of these activities, namely, market development.

In the constitution for our association we find as one of the objects of its existence this: "To improve the quality and increase the amount of electrical service to the public."

Doubtless your own constitution contains something very similar.

We are beginning to think that this is

*Delivered at the Convention of the Association of Electragists, International, St. Louis, Mo., Aug. 10, 1927.

the main object of our association, and that all of the activities are really carried on primarily for the purpose of improving the quality and increasing the amount of electrical service to the public.

It has been difficult for some of our members to realize that all the activities of our association are carried on in support of this one principal object and consequently have a direct bearing on sales, profits and balance sheets.

We are therefore especially grateful to the Industry Wiring Conference for its splendid report, clarifying this whole proposition and definitely pointing the way to prosperity.

All Are Concerned

The question of the future market for electric wiring in the United States is not one alone for the manufacturer or the contractor, but is equally vital and equally important to the central station and the jobber, and it is with the greatest satisfaction that we receive this report, which is truly an Industry report in that all four branches of the industry and the electrical press were fully and ably represented. The most promising and hopeful thing about it all is that these interests are in perfect accord and the report is unanimous.

What the Industry Wiring Conference did was to make a study of market conditions, find the facts and report them. They found among other things that there were some 16,000,000 homes which were inadequately wired, and that this was not due to the high cost of wiring, but rather to the fact that we had failed to sell the electrical idea to these 16,000,000 home owners.

This does not mean, however, that we have a license to add unnecessarily or unwisely to the cost of electrical installations.

That 16,000,000 homes should have been inadequately wired is most regrettable and such a thing should not be tolerated in the future. Neither should we tolerate the contractor who takes business away from his competitor by cutting down the size of the job to lessen the price to the consumer.

Selling Is the Job

Another outstanding thing which the Industry Wiring Conference did was to pass a recommendation that the conference now be reorganized under the direction of commercial executives for

the purpose of doing the selling job, and this is the problem which is now before the industry and it is before the entire industry.

In the rewiring of 16,000,000 homes let us not overlook the fact that we are placing a tremendous additional burden on the shoulders of the electrical inspector.

Here again we find a kindred interest. The inspector is charged with the responsibility of protecting life and property and needs all the backing we can possibly give him in preventing unauthorized and sub-standard installations by incompetent and amateur contractors.

Standard Products

In the elimination of the sub-standard material and the adoption of uniform standards of high quality the manufacturer, the contractor and the public are greatly benefited not only through the economies which naturally follow but through greater safety to life and property. For example, a condition which makes it necessary for a manufacturer to furnish the same device in a slightly different form in different parts of the country increases the cost by forcing the manufacturer to purchase raw materials in small quantities and to set up machinery for short runs. On the other hand, uniformity permits of the application of mass production, which means production on a large scale, under competent supervision, and—most important of all—a safe product. The electrical inspector certainly is entitled to our whole-hearted cooperation.

Considerable constructive work along the line of a uniform Code and uniform interpretation of the Code and uniform legislation has been done by some branches of the industry, and this is one of the eighteen activities of NEMA upon which the cooperation of the electragists is desired and appreciated.

In this connection I want to make special mention of the work done and the inspiration given to the manufacturer by your fellow member, A. Penn Denton, who has been very successful in convincing manufacturers that they should cooperate in making constructive suggestions for revision of the National Electrical Code rather than sit back until someone else has done the job and then tear it to pieces.

From the able manner in which Mr. Denton presented this subject to the manufacturers I assume that he had the unqualified support and backing of the Association of Electragists and that you yourselves are doing your full share in making constructive suggestions for Code changes. If not, you certainly should be. If the manufacturers who make the material and the contractors who install it fail to do their part in a constructive way the Code will be a sad mess and we will be responsible.

An Industry Code

In Code making, all interests are fully represented and all must share in responsibility so that the Code is truly an industry Code—your Code and our Code, the Code of the central station, the jobber, and the electrical inspector.

To get back to the first principles: The manufacturers' association has never had enough money to do all the things that it wanted to do, and doubtless the Association of Electragists is confronted by the same difficulty so that we have an interest here which is mutual and which may be susceptible to cooperative treatment.

More Electragists Needed

For example, an increase in membership of the Association of Electragists certainly would be helpful to manufacturers as well as to Electragists and it has occurred to me that certain individual manufacturers might be in a position to help in carrying the message of the Electragists to the thousands of contractors who are not members of your Association and who should be members. For example, my company would be very glad to help in presenting to these thousands of non-member contractors the advantages of and reasons why they should join the Association of Electragists. If this appeals to you as a practical proposition I am sure that the mailings of many manufacturers would be available for the purpose.

In conclusion, it is my great privilege and pleasure to extend to you congratulations and best wishes of the National Electrical Manufacturers' Association on this, the occasion of your twenty-seventh anniversary. My message is a most sincere one, and I appreciate this opportunity of delivering it.

Some of Our Problems As We See Them*

By G. E. CULLINAN
National Chairman, Electrical Supply Jobbers' Association

THE Spirit of St. Louis and its intrepid navigator have pointed the way to many new and interesting developments, but to us electrical folks the value of the aeronautical "we" must not be overlooked. When Colonel Lindbergh made his plane a party to his exploit he caused many of us who have been thinking solely in terms of "I" to give a little thought to the pronoun "we." The development of any industry can be no faster than the development of its component parts, and I make that statement with the electrical industry clearly in mind. Therefore I am going to take advantage of the time you have so generously allotted to me on your program by talking about our problems in terms of the well known "WE."

First, let me say a few words about the jobber—something about his problems as related to you and the industry.

Your executive committee two years ago unanimously passed a resolution stating that "distribution be from manufacturer, through jobber, through contractor-dealer to consumer." The able report of your trade policy committee presented at your convention last year showing that "electrical contractors purchase 85 percent through electrical supply jobbers" indicated that your resolution was more than a mere gesture. Therefore, it would seem that any attempt on my part to sell the jobber and his functions to you would certainly be carrying coals to Newcastle. However, we jobbers believe that we merit your support not because we are a part of this important industry, but solely because of the functions that we perform for you—the things that we can do for you which we believe no existing agency can match. Therefore, I feel that I would be remiss in the duty I owe that part of the industry I represent were I not to avail myself of this opportunity to point out a few outstanding facts regarding the position of the jobber in



G. E. Cullinan

the electrical industry and his relation to you.

We recognize that the jobber has been the center of the business spotlight for some little time, just as we realize that much of the criticism aimed at him has been unfair because it has been unthoughtful. We must not forget that under a business system of free competition any manufacturing, sales or distributing organization that is not economically sound and efficient is bound to be superseded by one that is. Therefore, if our present system of distribution—from manufacturer to jobber to user or seller—is not sound it soon will be replaced by a better system now available or to be devised. We recognize that fact and we have been preaching it from the housetops. Our own record of growth, purely along the lines of distribution, would indicate that our position is sound.

This subject must have more than an academic interest to you—the jobber has so long been part and parcel of your business that you take him for granted. We never realize we have tires on our automobiles until we get a puncture and when the hammer, in a moment of misdirection, strikes our thumb instead of the nail—we suddenly realize

what an important organ that thumb is—and yet a moment before we hardly knew we had it.

O. H. Cheney, vice-president of the American Exchange Irving Trust Company of New York, in a talk before the National Retail Dry Goods Association said: "The process of distribution consists of certain elements—a certain amount of moving of goods, a certain amount of storing, a certain amount of selling and a certain amount of financing. It doesn't matter who performs these functions—they must be performed and they must be paid for, and somebody has to pay for them. So long as these functions have to be performed, so long will it be impossible to cut out the costs of performing them from the cost of distribution."

This statement of Mr. Cheney's explains more clearly than I could otherwise state it the position of the jobber in the electrical business and his relation to you. We are so close to those functions that we take them for granted. But if the jobber were to be plucked out of the business fabric we would suddenly realize by his very absence what an important asset he has been to us in the moving of goods, storing of goods and selling of goods, and the financing of our purchases.

Gross vs. Net Profits

Take, for instance, the question of profits. And what question is nearer to all of us? We are all concerned with the profit question and recently the realization has come to us that all that is gross is not net, and net profits, after all is said and done, are what we use to buy gas for the flivver and educate the children. Turnover and investment are two relatively new terms in the business vocabulary. They are like relatives from a distant city who have come to live with us—we have come to know them so much better. And, too, like relatives, we will always have them with us. Generally, more turnover means more net profits. Smaller investments mean more turnover. The desire for more turnover has neces-

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sarily pressed upon us the necessity of keeping our investment at a minimum.

This desire to keep down our investments has greatly influenced our buying procedure, resulting in what is popularly known as "hand-to-mouth buying." There could be no hand-to-mouth buying if ample stocks of merchandise were not maintained close to the markets. The jobber, maintaining as he does complete stocks near all markets, is really the force that has made hand-to-mouth buying possible, although by and large he gets little credit for it. If business today is profitable because investments are low and turnover is large it is largely due to our present day system of distribution made up largely of jobbers in all lines of merchandise.

The Distribution Problem

The subject of distribution is a broad and intricate one and I could devote all the time allotted to me in discussing it without more than touching the high spots. I do, however, want to dwell on some other phases of our problems.

Never before in our economic history have things moved quite as fast as they are moving today. Every business man must keep a careful watch in the crow's nest of his business ship to scan the horizon for new developments if he does not want to find himself becalmed in the sea of obsolescence. You know as well as I what happened in the talking machine industry when radio was suddenly developed, and in passing let me say that the masterful way the phonograph people met the problems suddenly confronting them, turning what looked like certain failure to rapid fire success, is an inspiration to every industry everywhere. You know the effect the automobile has had on the shoe business and the clothing business, and the automobile people in turn are casting an uneasy eye toward the airplane and its possible effect on their business. Electric refrigeration is shaking up the complacency of the ice manufacturers, and the oil burner is developing new trends in the coal business, and so on and on.

There is a corollary of these over-night changes in modern business. We see a new development which is of vital interest to us in the electrical business. I am referring to a fight of industry against industry for its share of the consumer's dollar. The steel industry

against the concrete manufacturers; wood substitutes against the lumber people; brick against stone; coal against oil; soft collars against starched; radio against the phonograph; vacations in Europe against vacations in Yellowstone; and all of this, after all is said and done, has its effect on the amount of money the public is putting into electrical merchandise.

Awakening the People

Every part of the electrical industry, manufacturers, jobbers, retailers and electragists, who have been advertising to the public have been creating an electrical consciousness in the minds of the American public and a demand for everything electrical. As a result of this advertising and all this effort we see more and more electricity being consumed in the home, more electrical devices being used, new household chores and factory operations solved by electricity, and yet despite this progress I am afraid we are losing out in the battle for the consumer's dollar. More money is being spent for automobiles than for washing machines; more dollars are going into the moving pictures and the spoken drama than into vacuum cleaners; more money is being spent for modern plumbing and tiled bathrooms than for convenience outlets and modern electrical fixtures. We should tackle our jobs of selling more and more electrical labor saving devices to the modern home with a real spirit of service. When an electric washing machine breaks the shackles of the steaming wash tub and the corrugated wash board, when an electric vacuum cleaner removes the dangers of dust and the hazards of back breaking brooms—when an electric fan brings blessed sleep to a child in a sun baked room, and when an electric ironer sends the old sad iron and sadder ironing day to the scrap heap—we must know that we are advancing the cause of civilization and bringing a fuller, richer, happier life to our American people.

This selling job calls for a united front on the part of all of us. We must forget that we are jobbers or electragists or manufacturers or central stations and remember that we are essentially electrical people and face our customers and our friendly competitors in other industries as an industry.

We, in the electrical industry, are facing an interesting problem in this question of wired homes. It is a prob-

lem for all of us. I am indebted to your Larry Davis for some figures which are very interesting and illuminating. In 1920 there were approximately 670,000 homes wired in this country. In 1925 they reached a peak of 1,870,000 homes, from which point the total has been steadily falling. We are going to get to a point very shortly where the total number of new homes built each year will represent the total number to be wired, inasmuch as the number of unwired old homes is rapidly becoming a negligible figure. The 500,000 to 600,000 new homes built each year do not represent enough wiring jobs to keep us busy, all of which might paint a picture far from encouraging but this cloud, if it is a cloud, has a silver lining indeed. Your Mr. Fowler, in his very interesting talk before the National Electric Light Association this year, said that the homes of this country that are wired are just about 15 percent adequately wired, which means that if we will just go back now and do a real selling job we will have enough wiring business to keep us all busy for many years to come. To increase this 15 percent figure to close to 100 percent, where it should be, presents an entirely different problem from selling electrical wiring to unwired homes. The advertising and sales effort on the part of all sections of the industry I referred to above, is of course selling the idea of more adequate wiring to the American public, but this same American public has always been noted and always will be noted for its inertia. In other words, it is not a self-starting public! Take the case of my home, for instance. There is not a room in my house that has enough convenience outlets. In many of the rooms we still turn on the lights in the fixtures by pulling a chain instead of flipping a wall switch. Every time I go in search of a convenience outlet which is not there, or wave my arms blindly in the dark trying to find a hanging chandelier or chain, I make up my mind that the next morning I am going to have an electragist at my house to wire my house as it should be wired, but somehow or other I always forget and the work is not done. Some day some electragist or his salesman is going to call at my house and he is going to be surprised when he finds how easily he is going to get my order to do a real wiring job. I believe I am

typical of millions of people around the country, and a large number of live wire electrical contractors are going to reap a real harvest when they get busy and do this type of selling job. It is going to be easy to do and it is going to be profitable. Far easier and far more profitable than the job of initial wiring of new homes and old homes. The public neither knows nor understands how easily and inexpensively inadequately wired homes can be brought up to date. We must tell them that the work can be done without fuss or muss—and with no strain on the family pocketbook. It's our job to tell and sell the public what we can do for them, and how easily and cheaply it can be done.

The Red Seal Plan

The campaign of the Electrical Leagues of the country to sell the idea of Red Seal homes is a splendid one because back of the campaign is the idea of selling the people of the country the necessity and desirability of having their homes adequately wired. But let's remember that unless we all know our costs of doing business and the real value of the work we are doing and get a fair price for that work, we are, after all, only swapping dollars with very little left at the end of the year—Red Seal or no Red Seal!

Let me say a word or two on this important subject of getting more for our work. I have said something about the value of the education of the American public to things electrical. Education like charity must begin at home. A lot of us must realize that the laborer must be worthy of his hire. We must get a fair price for work done, satisfying the customer, the worker and ourselves. I think many of us are like the famous old clothing merchant who, in attempting to sell him a suit of clothes, told a customer that the price he was getting for suits was so low he lost money on every one. "How do you stay in business?" asked the customer. "Because I sell so many suits," said the merchant. That is an old story, I know, and it takes a lot of nerve to tell it, but I know of no better way to illustrate the point I am trying to make. After all is said and done the question of a fair return for our efforts is a matter of education; it is a matter of educating the public to the value of good and adequate electrical wiring; it is a mat-

ter of educating ourselves to the necessity of making a reasonable profit on every job we do.

Your association is doing a masterful job of education, but you are limited by a membership too small in relation to the number of men in your branch of the industry. Twenty-five hundred members out of a possible 30,000 is much too low. I know I am telling you no secret but I offer you a solution. There are thousands of electrical supply jobbers' salesmen calling daily on most of these 30,000 electrical contractors—why can't they carry the story of the value of membership in your association to the contractors—why can't they give a mighty impetus in a drive for more members? Speaking for my company I pledge you the support of our salesmen to help in any way they can to persuade the contractors they call on to become members of your organization. Show us the way and we'll do our best to follow.

Increased Use of Appliances

I want to say a word about appliances. More and more our public is being sold on electrical appliances in the home. Year by year they are buying more vacuum cleaners, more washers, more irons, ironers, fans, etc. Newer and better electrical devices are being introduced and sold in quantities and each device sold opens up a larger market for those yet to be sold. I remember, and so do you because it is not so long ago, when the electric iron was a specialty which had to be sold to the consumer. Today it is a staple just as the old sad iron was a staple. Day by day more and more of these devices become staple items of merchandise, bought by the consumer and sold by the retailer as such. There is a place for the electragist in the sale of electrical appliances; a place that everybody in the industry must recognize. However, no one can control the channels through which merchandise flows as long as no monopoly exists either in the manufacture or distribution of that merchandise. Electrical appliances, like every other article of merchandise, will flow to the consumer through channels which lend least resistance to them. The electragist has a bigger opportunity today than he has ever had to level out the peaks and valleys of his regular business by judicious stocking and selling of those appliances for which a

market has been made in his community.

We have almost unlimited faith in the future of the electrical industry and unbounded confidence in every unit that goes to make it up. We believe, further, that recent developments within the industry itself, all making for a united front, indicate most encouraging signs of the trend and for the future. Despite the tremendous growth of the electrical industry in the past decade we honestly feel it will pale into insignificance as compared to the growth just ahead. You must recognize that we have been working in a virgin field and results have been secured without a great amount of effort. If all of us would back up a united effort to plow over that field the results we secured would be far beyond anything we have yet achieved.

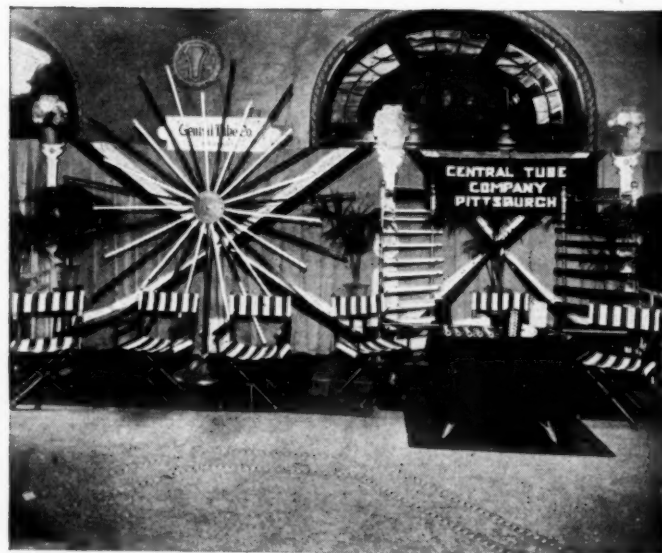
I hope I bring to you a message of optimism for your future and ours, and a pledge of our cooperation in the development of that future. We recognize today, just as we have always recognized, that a problem any part of this industry is facing is a problem, after all is said and done, that every part is facing. We shall continue to temper our efforts in the belief that we will eventually be helped by whatever helps the industry.

Sands Answers Fowler

(Continued from Page 29)

tion as in the homes wired in the earlier days. The illuminating engineer, the electragist, and the light and power company working together can bring about a revolution in commercial lighting with resultant benefits to the user of electricity as well as those interests engaged in its production and distribution. As the motive power of industry, electricity has already wrought tremendous changes in the life of the nation, but its possibilities have by no means been exhausted.

We must not, and I believe will not, allow ourselves to be so blinded by personal differences and grievances that we fail to see the wonderful opportunity just ahead. To realize this opportunity in its fullest measure the National Electric Light Association stands ready, willing and anxious to cooperate with the other branches of the industry in every possible way and to the fullest possible extent.



Forty-two Manufacturers at St. Louis

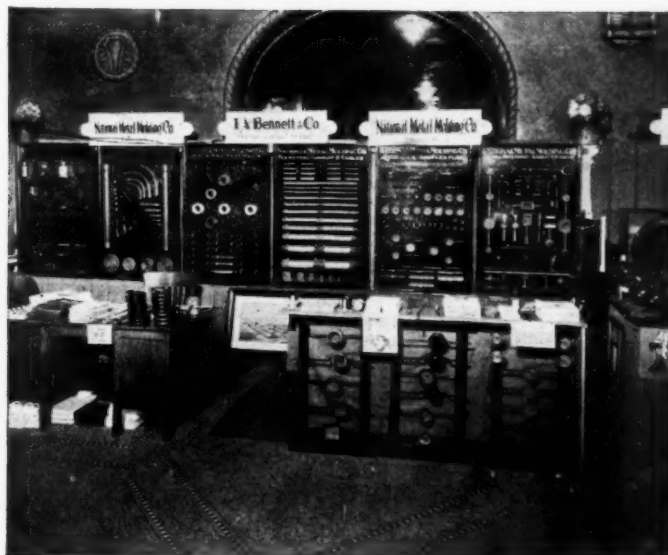
Forty-two exhibitors displayed their products at the Electragists' St. Louis Convention last month, with a greater variety of products than in any previous year. Because St. Louis is a distributing center for most manufacturers the exhibits were exceptionally well manned. As in past years, those who made a visit to each exhibit found this one feature of the convention alone

Frank Adam Electric Company
 Appleton Electric Company
 L. T. Block
 Bryant Electric Company
 Bull Dog Electric Products Company
 Bussman Manufacturing Company
 Central Tube Company
 Century Electric Company
 Chicago Fuse Manufacturing Company
 Clemson Brothers, Inc.
 Colt's Patent Fire Arms Manufacturing Company
 Crouse-Hinds Company
 Day-Brite Reflector Company
 Electrical Porcelain Manufacturers' Association
 Emerson Electric Manufacturing Company
 French Battery Company
 Fullman Manufacturing Company
 Gas-Gard Company
 General Electric Company
 Graybar Electric Company
 Edwin F. Guth Company

Manufacturers Exhibit St. Louis

worth all the time and expense of attending the meeting. The exhibition committee, which was responsible for the general excellence of this year's exhibit, was composed of William G. Campbell, chairman; J. O. Weatherbie, Samuel A. Chase, Dwight R. G. Palmer, M. A. Oberlander, and Harry T. Bussmann. The following manufacturers were represented:

Henderson-Hazel Corporation
Harvey Hubbell, Inc.
Ilg Electrical Ventilating Company
Kelvinator, Inc.
Meehan Electric Appliance Company
National Metal Molding Company
Pass & Seymour, Inc.
Rawlplug Company
Safety Cable Company
Moncreiff H. Smith
Star Expansion Bolt Company
Triangle Conduit Company
Van Cleef Brothers
V. V. Fittings Company
Wadsworth Electric Manufacturing Company
Wagner Electric Corporation
Westinghouse Electric & Mfg. Company
Westinghouse Lamp Company
Westinghouse Agent-Jobbers' Association
Wiremold Company
Wm. Wurdack Electric Mfg. Company





How Portland's Code Safeguards the Public Against Electrical Hazards*

By L. W. GOING
Chief Electrical Inspector, Portland, Ore.

EVERY state and municipal code prescribes standards of construction which have for their basis the requirements of the National Electrical Code. Portland's code is no exception to this statement. It is indeed extremely fortunate that the National Code has been accepted and used so widely as a basic standard throughout the country. The National Code may be likened to the constitution of the United States. This wonderful document contains all the essentials to government, yet you cannot govern every state, city and village in the union solely by the constitution. Neither is it possible that one Code can be made equally acceptable in a village of 100 people and a metropolis of several hundred thousand population.

The National Code of today is primarily a re-inspection Code—very useful and suitable for insurance rating bureaus to figure fire rates upon, but lacking much as a guide for electrical contractors and others engaged in actual construction. For this reason cities have been compelled to legislate beyond the National Code. Such laws, or "special rules," have been the subject of much adverse criticism—not so much because of the special rules in themselves, but because of the tendency of cities to rule differently from one another. The evil of special local rules can be curbed in only one way and that is by increasing the scope and detail of the National Code so that it will be more nearly adequate for the needs of municipalities. Some splendid work along this line has already been accomplished through the efforts of Mr. Canada, the Electrical Field Secretary of the N. F. P. A., and I feel safe in predicting that the 1928 edition of the

Code will, in completeness of detail and in constructive thought, far exceed the expectations of the electrical industry.

Paternalism in Municipal Codes

I am frank to confess that there are those who deem Portland's code radical, or, to put it more mildly, paternalistic. We do not deny that our Code contains regulations which some might class as paternalistic—for instance, we require the compulsory installation of convenience outlets in several rooms of a dwelling; we require a light in front of every furnace and within 5 ft. of every wash tray; we require adequate layout of circuits and feeders according to area served and character of occupancy. Our code contains many other provisions which on first thought appear to have no direct relation to fire or personal hazard, but experience has taught us that hazardous extensions are sure to result when outlets are omitted in locations where lights are nearly always needed, and the overloaded and overfused feeders and circuits are sure to follow inadequate circuiting and feedering. In other words, we are firm believers in the old adage, "An ounce of prevention is worth a pound of cure." It is our sincere belief that the public is entitled to something beyond mere fire protection and that cities should be commended rather than censured when they adopt rules which provide for a higher standard than the minimum required by the National Code.

Do you realize that the personnel of the electrical contracting fraternity has changed materially during the past ten years? In the old days electrical contractors had a definite idea of what constituted good, safe electrical construction. They realized that an installation which satisfied the National Code and

no more could not necessarily be classed as high grade, efficient nor adequate. Today we face a new situation—thousands of men have been drawn into the electrical contracting business who have only a smattering knowledge of electrical principles and not even that of the ethics of the profession. These men lack the background of experience possessed by the old-time contractor. For them the minimum standard becomes also the maximum. For them competition is on the basis of price only—the most destructive basis you can have. Their guiding principle is not how good an installation can be made, but rather how cheaply it can be done. Surely the public is entitled to protection against the selfishness and ignorance of this type of contractor.

Adequate Wiring Needed

In all this clamor for lower standards and cheaper wiring little attention has been paid to the all important and vital fact that a good adequate installation is the cheapest in the long run. It is much less expensive to build right in the beginning than it is to tear out, replace, or add to.

The central station industry above all others should encourage rather than discourage the maintenance of adequate wiring standards because adequate wiring is an aid rather than a hindrance to the development and expansion of electric service. Have you given thought to the rapid pace at which the consumption of electric current is increasing? The standard of illumination in the past few years has doubled and tripled. Today's branch circuits must carry in addition to this greatly increased lighting load numerous heating and motor-driven devices. The following statistics may prove enlightening: In 1919 the average kilowatt-hour consumption per consumer per month in the city of Port-

*Delivered at the Convention of the Association of Electragists, International, St. Louis, Mo., Aug. 10, 1927.

land was 275. In 1926 this monthly consumption had mounted to 675 kilowatt-hours. In other words, the average consumer used approximately two and a half times as much electric current in 1926 as he did in 1919. What of the future? Have we any guarantee that the use of electric current will not continue to multiply in the future as it has in the past? Can we afford to ignore the fact that the wiring installation of today must meet the demands of the morrow? With full knowledge of these facts can we afford to lower standards and place in constant jeopardy the lives and property of thousands to say nothing of the reputation of the electrical industry? The electrical industry as a whole, and the Underwriters and governmental authorities in particular, should present a united front in opposing those individuals or groups who for selfish interest or through lack of proper information urge the acceptance of lower standards.

It will no doubt be a distinct shock to advocates of lower wiring standards to learn that the increased current consumption per consumer in the city of Portland took place despite the fact that in 1920 the electrical ordinance was amended to require rigid conduit in all buildings except dwellings of twenty-five rooms and less.

How Portland's Code Differs

Let us next consider very briefly the main points of difference between the Portland code and the National Code. The Portland code differentiates from the National Code mainly in the following ways:

- (1) By extending the National Code principle of stating where different types of wiring and devices are permissible or prohibited.
- (2) By supplementing the National Code where the latter fails to provide adequate advance guidance as, for example, by requiring adequate circuit and feeder capacity according to the area served and the character of the occupancy.
- (3) By introducing a reasonable treatment of diversity factor based upon the nature of the occupancy and the character of the load.
- (4) By prohibiting certain admittedly inferior wiring methods and equipment which are still approved by the National Code, but which field ex-

perience has shown do not provide a permanently safe and satisfactory installation.

(5) By re-stating or supplementing certain National Code rules in such a way that they are self-interpretative. In general this has been accomplished by including specific rather than general treatment of those subjects which lack clarity and definiteness.

(6) By restricting not only the use, but also the sale of devices to such as have been approved by the Underwriters' Laboratories.

Control by License

(7) By including adequate administrative provisions and effective control by licensing not only contractors and master electricians, but also dealers who carry electrical appliances intended for use on light and power circuits. I am sorry that time will not permit a detailed analysis of the many progressive requirements contained in Portland's electrical code. Item 6 relating to the prohibition of sale of unapproved electrical appliances is, however, of far-reaching importance and will be discussed at some length later in this paper, particularly with respect to the legal aspects of such legislation.

In looking over the scope and plan of your proposed Electragist Standard for wiring installations I note a number of features particularly in Section III (relating to engineering design of installations) which have been adopted and tried out in the Portland code with decided success. There is indeed a need for a standard such as you propose. It is becoming quite common for architects and others engaged in building construction to use both municipal codes and the National Code as a substitute for specifications—a use for which they were never intended, but a use which Code compilers have been compelled to recognize. There seems to be a supposition on the part of the public that when an installation passes city inspection it represents the latest and best wiring methods available. Of course this assumption is not at all justified, yet it is so well founded that municipal authorities have been forced to legislate beyond the requirements of the National Code. Your proposed Electragist Standard, defining as it will what constitutes best practice in wiring installations, should find ready accept-

ance by architects and builders who demand the best in electrical construction and installation.

Effective, systematic re-inspection work in the city of Portland was first begun in 1919. A clause was inserted in the ordinance which provided that a systematic re-inspection be made of the city at least once every two years. As a result of the first year's campaign of re-inspection several buildings were completely re-wired and hundreds of defective extensions were replaced. Valuation of such repair work done during the first year of re-inspection was conservatively estimated at \$50,000. The cost of re-wiring one building alone ran to \$10,000.

Since it had been the custom of the fire marshal's inspectors for a number of years to make house to house inspections, it was found that they could be used to very good advantage particularly outside the congested area. We have found this close cooperation between the fire department and electrical inspection division a very effective and economical arrangement and on the whole we have found the public willing to cooperate in making their property safe.

Re-inspection of Industrial Plants

In addition to re-inspection of wiring in the congested area of the city and cooperative re-inspection with the fire marshal's office we have further subdivided the work of the electrical division to provide sixty days' re-inspection of the larger industrial plants.

Substandard Devices

It seems to be quite common for cities to legislate against the use of non-approved electrical devices. Practically every city code contains a provision requiring that all materials, devices and appliances intended for use on light and power circuits shall conform to the standards of the Underwriters' Laboratories. It is unfortunately true, however, that non-approved devices are being daily installed and used in cities which have this provision embodied in their codes, and manufacturers, both foreign and domestic, still continue to do a thriving business in cheap, unsafe, electrical appliances. The question naturally arises as to the most effective means of controlling this situation. Can we hold the unsuspecting public responsible when devices which meet no standards of safety are freely offered

for sale by merchants who, in most instances, are equally as unacquainted with electrical hazards as the public? Cities may legislate against the use of non-approved devices but if they do not also legislate against their sale how can an inspector conscientiously stop the installation or prohibit the use of devices which have been purchased in good faith by persons who are not electrically trained and, therefore, are unable to determine for themselves the requirements of safe electrical materials and devices? Surely the *right to sell* also implies the *right to use*. Cities which have legislated against the use of fireworks have also found it necessary to legislate against their sale. While electrical devices cannot be exactly classed as fireworks, no one will deny that they do possess potential capabilities in this regard, and that, in principle at least, the two cases are parallel. Although there may be some question as to the legal right of cities to control business by the establishment of a regulating license, there is little question but that a city does have the right by virtue of its police powers to enact and enforce legislation pertaining to the safety and general welfare of its citizens, as for example by prohibiting the sale of dangerous articles. Through the courtesy of Mr. Imlay, deputy city attorney, Portland, Ore., I am able to give you the following legal basis for Portland's authority to regulate the sale of sub-standard electrical devices through licensing of dealers:

Legal Basis for Licensing

In making and enforcing the provisions of the electrical code the city of Portland assumes to act by virtue of its police powers, which may be here generally referred to as the attribute of sovereignty which enables it to enact and enforce legislation in the interest of the public health, peace and safety, and general welfare. The declared object of the code is "to reduce the personal hazard and fire hazard from electrical causes, thus making its provisions referable to the public safety."

Under the police power such regulations may be enacted and enforced as the public safety may reasonably demand. Portland's code regulates not only installation and maintenance but regulates equipment and appliances, their use and persons engaged in the business of installing, maintaining and selling them.

The business of individuals is reached by regulatory licenses. There are four classes of licenses provided for:

- (1) Electrical construction license
- (2) Electrical maintenance license
- (3) Supervising electrician's license
- (4) Electrical dealer's license

The fees charged are for the purpose of defraying the reasonable cost of regulation and the amount of the fee, from a legal standpoint, is necessarily governed by the cost of regulation.

The power of any given city to regulate and the extent to which it may regulate is of course governed by the provisions of its individual charter. The municipal charter is a granted power and in order for municipal legislation to stand the test it must find sanction in the charter or the power must be necessarily implied from the provisions of the charter. Some years ago the Supreme Court of the State of Illinois decided that the municipalities which had been supervising the installation of electrical utilizing equipment and collecting fees for inspection services were exceeding the powers given municipalities by the Illinois Legislature. The effect of this was to invalidate the city ordinance relating to electrical inspection and it was necessary to go to the Legislature to secure the required authority.

By reason of the home rule provisions of the constitution of Oregon enabling cities to enact and amend their own charters subject to the constitution and criminal laws of the state, the city of Portland stands in a rather favorable position in so far as power to legislate in matters of this character is concerned. Subject to the constitution, the criminal laws and the general laws of the state, the city of Portland is able to take unto itself and has as ample powers as the Legislature formerly had to legislate with reference to municipal affairs. Under these circumstances the courts are inclined to give a liberal construction to general grants of power in the charter. Indeed, no special authority exists enabling the city to pass regulations of this character, and the authority comes from the general grant of power to exercise within the limits of the city the police powers of the State of Oregon to the same extent as the state itself could do.

The laws differ to such an extent in different states that if legislation of this character is contemplated in any city the extent of the city's charter power would necessarily have to be determined in each individual case and without attempting to discuss further the general principles underlying such legislation, it is sufficient to say that the matter should be first referred to the corporation counsel of the various cities for a legal opinion.

Approved Devices

With reference to the matter of standards, no attempt is made by the city to designate what type of electrical equipment or appliances may be used in order to meet the code requirements. Such a designation might be regarded as creating a monopoly. Any type of equipment which satisfies the standards of the Underwriters' Laboratories or of the United States Bureau of Standards is approved under the Code. The city itself has not the necessary equipment for making tests and therefore adopts the tests of the Underwriters' Laboratories. The requirement that the approval of the Underwriters' Laboratories shall be first secured as a condition to the use of any particular equipment is a reasonable and fair requirement and would be legally upheld, since all types of equipment and apparatus are compelled to conform to the same standard and there is no discrimination.

The foregoing discussion should answer the objections of those who have questioned the legal right of cities to

pass legislation prohibiting sale of non-approved devices. To those who have presumed the operation of the law to be complicated or difficult of enforcement let me say that we have found the opposite to be true. The law is not only simple and easy to enforce, but it has also found favor with the majority of merchants and manufacturers.

Of course you cannot expect any law, however well drawn or administered, to check over night a condition which has run along unquestioned for years any more than you could expect a single dose of medicine to cure some chronic disease. What we have accomplished in Portland was not accomplished in a day, nor a month, nor even a year. It required fully two years of persistent effort to obtain effective control of the appliance situation—but today Portland is a clean city electrically. What has been accomplished in Portland is a concrete example of what can be accomplished in other cities. The more cities that adopt legislation of this kind the easier its enforcement becomes. If universally adopted it would eliminate the manufacturer of cheap, unsafe electrical equipment.

Necessity for Laws

And now in closing, let me say just a few words about the urgent need of legislation to suppress the sale of non-approved devices. Do you realize that more than 80 percent of the flexible cord manufactured and sold in this country is sub-standard; that an even greater percentage of all the appliances manufactured and sold are also sub-standard? To make matters worse, these sub-standard unsafe materials are being daily installed and used by the uninitiated layman. And the sad part of the story is that the electrical industry, the Underwriters and the inspectors are just sitting back and taking the situation for granted. The manufacturer tells us that he faces competitive conditions; the Underwriters tell us that they cannot force manufacturers to use the label service; others tell us that this is a free country and they do as they please. And so it continues in a vicious circle. Everybody says something should be done about it, but the electrical industry as a whole is sitting back and taking the attitude, "Let George do it." Surely here is a problem which needs the united action of a United Industry.

The Through-the-Dealer Merchandising Plan*

By H. H. COURTRIGHT

President, Valley Electrical Supply Co., Fresno, Cal.

ANALYSIS of the methods of merchandising followed by power companies of this country finds three types of procedure in use. In the first method the power company does no merchandising of electric ranges or appliances but it does assist the retail outlet by advertising, display and demonstration in district offices. Such a power company's revenue per domestic consumer is often very low, whereas its retail relations are usually fairly high.

In the second method the power company merchandises electric range equipment directly to its consumers and assists the retail outlets in selling this and other equipment. The power company does not sell appliances but cooperates with retailers. Such a power company's revenue per domestic consumer is higher, yet its retailer relations may be somewhat poorer than those of a company using the first method. In the third, the power company sells both electric range equipment and appliances direct to its consumers, using its district offices as display rooms and employing house-to-house salesmen. It cooperates with retail outlets in the sale of heavy-duty equipment and asks them to tie-in with it on special appliance campaigns. Its average revenue per consumer may be high but its retail relations are apt to be poor.

A Different Method

Our method of merchandising differs from all of these in that ranges are merchandised by the power company's merchandising department, which is the Valley Electrical Supply Company. All these sales are made through the regular retail outlets. Our range policy is as follows:

"The Valley Electrical Supply Company salesmen will assist the dealer in making sales on ranges, water heaters and heavy-duty appliances, or will make the sales and place them through the dealer.

"All sales are to be placed with the dealer or dealers within the immediate



H. H. Courtright

territory in which this equipment is sold.

"This service will be given to the retail outlets who will cooperate with the San Joaquin Light & Power Corporation and the Valley Electrical Supply Company in putting over this range, water heater and heavy-duty appliance campaign.

"When sales are made by the Valley Electrical Supply Company salesmen the salesmen must inform the purchaser of the nearest retail outlet that is co-operating with us in the campaign, the purchaser is to select the dealer or merchant with whom he wishes to place his order.

"Should the purchaser wish the Valley Electrical Supply Company salesman to place the order with some responsible dealer or merchant, then it is the duty of the salesman to use his best judgment in placing the order. Should there be two or more dealers in the vicinity the order should be placed with the firm that is most entitled to the sale. Should one firm be securing the majority of the sales and be cooperating enthusiastically with us in our campaign, and the other firm be giving our

campaign very little help and making few sales, then in that case the first mentioned firm is entitled to the sale.

"Valley Electrical Supply Company salesmen are responsible for all sales of this equipment in their territories whether they make the sale or not, and it is their business to see that all sales on this equipment are properly made.

"At no time is the Valley Electrical Supply Company salesman to take a commission, bonus or gift from a dealer or merchant for helping him in making sales or placing sales with him. It is the salesman's duty to treat them all fairly and assist them in every way possible."

There are no sporadic campaigns. There is a continual campaign with salesmen working on a definite weekly quota throughout the entire year.

Model Stores Maintained

In merchandising small appliances the Valley Electrical Supply Company maintains two electrical appliance retail stores which are kept up to date and serve as examples in electrical appliance merchandising to all electrical appliance outlets over our system. On five different occasions during the year the Valley Electrical Supply Company launches special sales of appliances that do not carry a nationally advertised list price.

Fifteen days prior to the start of one of these special appliance sales one of the Valley Electric salesmen calls on every retail outlet in the territory served by the power company, offering each one an opportunity to tie-in with the special sale. Each dealer willing to co-operate is asked how many of the special appliances he believes he could dispose of and is urged to estimate the number conservatively. The salesman thereupon leaves with the dealer the required number of appliances, receiving for them a check in each case.

The appliance is sold to the dealer at practically its cost to the Valley Electric. Each dealer is urged to display the special appliance prominently, but to use every call for a special as an opportunity to sell the standard lines of

*Delivered at the Convention of the Association of Electragists, International, St. Louis, Mo., Aug. 11, 1927.

these appliances rather than the special. This, he is told, would net him 40 per cent on each sale instead of 30 per cent. In other words, he is urged to use the special as a leader.

Promptly on the morning after the close of each campaign, our salesman calls to take back the advertised special in case any are left in the dealer's stock, refunding money on each appliance not sold. In this way the dealers are obliged to close the special sales simultaneously in every part of the territory.

In each case broadsides and newspaper advertising are used in connection with the campaign, carrying the names of the individual merchants who are co-operating in the district in which they are distributed. Other dealer helps are also furnished. On all of these appliance campaigns the results have been very satisfactory.

Result of Method

By this method of merchandising our average revenue per domestic consumer is high and we also enjoy very friendly relations with the retail outlets over our system.

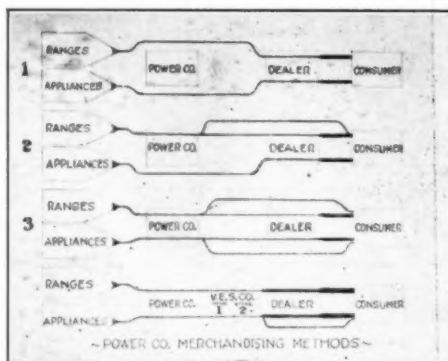
The charges to the power company for selling heating and cooking equipment is \$5.08 per connected kilowatt, this amount to be paid to the Valley Electrical Supply Company on all items of domestic and commercial cooking, baking and water heating equipment sold throughout the power company's territory regardless of whether sales were effected by the company's salesmen or through outside agencies, it being understood in the latter case that the Valley salesmen will assist in every way to further the sale of the equipment and do everything in their power to keep the equipment sold. Domestic air heating equipment is only credited to the Valley company if the appliances are sold by its own selling force.

This sales cost of \$5.08 per connected kilowatt on domestic range equipment is approximately one-third of the first year's revenue and includes demonstrating the ranges in the home, cooking schools, cooking demonstrations in the dealer's store, at all fairs over the power company's system, as well as continual calls to check up ranges as they are being used by the consumer.

The cost to the power company for the sale of lamp socket appliances by the Valley company is \$3.66 per connected kilowatt, and is paid on all lamp socket and convenience outlet appliances sold through the Valley com-

pany's efforts. This cost represents numerous advertising programs, which include broadsides distributed to the consumer, window trims, show cards for the dealers, store and fair demonstrations.

As in the case of ranges, this charge is also based on an estimated cost as outlined in this program and figures about one-third of the first year's revenue. Most power companies, in placing appliances on their lines, base sales cost in comparison with five years' revenue.



The Three Usual Methods of Merchandising and the Valley Method Shown Graphically

for these appliances will render at least that life. The cost to the power company of the sale of ranges and appliances on the basis of revenue derived from five years' use is 6.35 per cent.

On heavy-duty equipment for 1926 our quota consisted of 1,000 ranges, 800 water heaters, 300 heavy-duty appliances and 500 large air heaters. These represented a connected load of 10,800 kilowatts, or in dollars and cents, \$220,000. Through the cooperative effort of the power company, the Valley company, manufacturers, jobbers and retail outlets over our system we sold 11,498 connected kilowatts, which is equivalent to \$235,000 in sales.

Our quota in lamp socket or convenience outlet appliances in 1926 was \$780,000. Of this amount there was to be sold in special campaign appliances \$106,000. The idea in mind in pushing these campaign appliances is to stimulate and increase the sales of standard appliances through all the electrical outlets over the power company's system. Our actual sales for 1926 of these appliances were \$960,000. Our total sales of special campaign appliances did not reach our quota. This was caused by the fact that we lost the month of January because we did not receive our waffle irons in time to put them on sale during that month. Also because

the months of October and November were warm months and our sales of small air heaters were affected. But the actual sales for the year on all appliances were considerably more than our estimate. This was caused largely by the sale of more domestic refrigerators than was originally contemplated.

Estimate for 1927

Our estimated sales for this year are \$1,214,000. The total estimated sales of cooking and heating equipment and lamp socket appliances for the year 1926 were \$1,000,000, and the actual sales for that year were \$1,195,000. The estimated sales for 1927 on cooking and heating equipment and lamp socket appliances through all the retail outlets over the system are \$1,500,000.

To properly present this story of range sales possibilities we show on a chart the estimated sales of our range equipment, water heaters, heavy-duty cooking appliances and large air heaters, together with the selling price of this equipment. The selling price is \$259,000, which together with the wiring cost of \$150,000 makes a total of \$409,000 to be spent by our consumers on such equipment and its installation. All of this, according to our method of merchandising, must be passed through the retail outlets over our system.

The lower part of the chart shows the distribution of this \$409,000. For instance, the thirteen districts of the company have been split up into five districts, the idea being to bring together 40 or 50 retail outlets in a large group and show them individually exactly what this means to them. Dealers were furnished with standard price lists on the back of which are prices of ranges to them, either from the Valley company or his jobber.

Our contemplated sales of lamp socket appliances for the year 1927 is \$1,241,000. Of this amount, there is to be sold \$114,000 in campaign appliances, this being about 10 per cent of the estimated total sales of appliances.

It will be noted on this chart that our campaign appliances consist only of the heavier current-consuming type. These appliance campaigns are used to stimulate further the sale of the standard line of appliances and help to reach the quota of \$1,241,000 of estimated sales of appliances for the year 1927.

The program calls for the sale of 6,000 electric cookers, 3,000 small headlight air heaters, 2,500 electric toasters of the turnover type, 2,500 waffle irons

and 200 percolators with over-heat protection.

We do not include washing machines or vacuum cleaners in these appliance campaigns. The former sells on the average for \$165 and nets a return in revenue to the power company of only \$2.50 a year.

Campaign Appliance Requirements

In choosing the appliances which we are to campaign there are eight important points which must be carefully watched. They are:

First, our policy is not campaign or cut a price on a nationally advertised list price article. Therefore it is necessary to choose an appliance that does not carry one. Nor will we take such an appliance and give something with it as a premium, which amounts to the same thing as price reduction.

Second, the service the appliance will render. We feel that we should not campaign an appliance that will not render as long life as the average appliance of that line, because it is not the appliance we are selling but the service it will render.

Third, the manufacturer. By this we mean to try to choose appliances made by reputable manufacturers who we feel will continue in business so that should it be necessary to repair the appliances within a period of five years we will experience no trouble in securing parts.

Fourth, exceptional value. These appliances must have an exceptional value as it is half the drawing power on a campaigned article.

Fifth, the appliance must be sold at a price that will net the electrical outlet a profit of 30 percent of the selling price.

Sixth, the appliance must be sold on so-much down and so-much-a-month basis, making it easy for the housewife to make the purchase.

Seventh, the price of the appliance must be right, or, in other words, within reach of the greatest majority of the people who should buy appliances.

Eighth, too many appliances must not be purchased, for it is our purpose to sell out the specials early in order that the dealer may sell more nationally advertised list-price appliances purchased from his jobber. This has a strong effect upon selling. The housewife who comes late to buy a campaign appliance and finds them sold out will be early in her efforts to take advantage of the next campaign. This has the effect of making each campaign snappy and keeps it

from dragging along or tempting the dealer to continue it beyond its time.

Dealer Requirements

In selling these appliances to a retail outlet over our system it is our thought that by this plan we bring these campaign appliances to the dealer with the idea in mind of stimulating his appliance sales.

In order that an electrical outlet may tie-in on one of these merchandising campaigns, it must sell these appliances under a definite sales policy, i. e., it will sell at the same price and terms as we specify in our advertising; also, that this appliance be given a prominent dis-

jobbers are notified and urged to get their salesmen to follow up the Valley company's representative in calling on the dealer to see that he is stocked with standard appliances.

By doing this the dealer not only stimulates the sale of the nationally advertised list-price appliance but makes a profit of 40 per cent on it against a profit of 30 per cent on special campaign appliances and those on a higher selling price.

Securing Cooperation

In presenting this story to the electrical outlets over our system, we show copies of our proposed advertising cam-

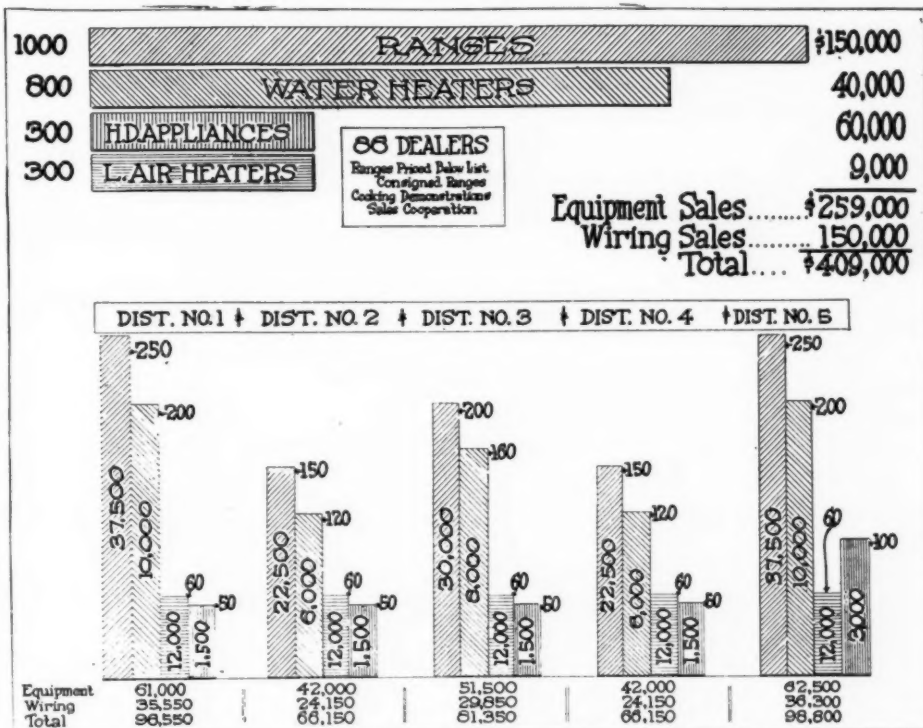


Chart Showing Estimated Sales of Heavy Duty Equipment for 1927

play space and used as a stimulator for other appliance sales.

Another point is that these appliances are generally purchased direct from manufacturers; perhaps the jobber receives five per cent on the sale. We believe that no merchandising campaign put on by a power company can be a success unless all four branches of our industry are taken in on that campaign. So we say to our electrical outlet that should he wish to tie-in with us on a campaign, he should take just a few of the appliances which we are campaigning and that he use this special sale to further the sale of his nationally advertised list-price appliances which he purchases from his electrical jobber. And in placing the campaign appliance in the hands of the electrical outlets all

these copies carry the names of the dealers at the bottom of each advertisement. This puts the stamp of approval of the power company on the appliance and also places the utility's approval on the store listed. This also sells the customer in the rural district on the idea that the small electrical outlet in rural towns can furnish these appliances at the same prices at which they can be purchased in cities.

Whenever a manufacturer or a jobber stages a national campaign in which we cooperate we ask to be furnished with a list of his dealers participating and place their names on the bottom of any advertising we may do in connection with it. We also furnish the dealer with display cards and window-trim material free of charge.

Chats on the National Electrical Code

*A Monthly Discussion of Wiring Practice and Questions of Interpretation,
Presented with a View Toward Encouraging a Better Understanding of the In-
dustry's Most Important Set of Rules*

Conducted by F. N. M. SQUIRES
Assistant Chief Inspector, N. Y. Board of Fire Underwriters

Oil Burners

As there is no fire under the boilers where oil burners are being installed, which means that the boiler rooms are not hot, many contractors failed to realize the conditions which will prevail a few months later, causing a rapid deterioration of the rubber insulation on wires. These conditions contractors should, and inspectors must, take into account and see to it that a heat resisting insulation is used.

Many cases have been found where armored cable has been run up the face of a boiler and laid right on top of it. Another condition which sometimes prevails is the use of rubber covered conductors right into the ash pit of a boiler. It used to be that most of the blower motors were placed outside of the boiler, but recently there have appeared some types in which the motor itself is placed well within the ash pit. Of course the motor leads must reach the motor and while some claim that there will be sufficient air draft to keep the wires cool, it is felt that in most cases there is sufficient heat to warrant the use of slow burning insulation.

It should be kept in mind that where temperature at any time exceeds 120° F. rubber insulation must not be used.

The Weakest Link

Some one will put out a lot of money on a modern and safe electrical installation, only to ruin the whole job by connecting a portable stand lamp with a dangerous piece of sub-standard portable cord, and when the inspector criticizes it, old Nick himself says mild things in comparison to the owner's language. This class of verbal harangue that the inspector hears day in and day out, year after year, tests his patience. Nevertheless the inspector knows that regardless of how strong the chain is made, its real strength depends on the weakest link. A fire is a skulking demon that doesn't attack invulnerable

points. It is the one little match, one little cigarette butt, one little loose joint in a wire, one little place where the insulation is bad. These are the things that owners and inspectors must watch, yet it is the little defects that cause people to consign inspectors to the place where angels have their wings singed.

The inspector is not a pessimist, and hates more than anyone else to report a single defect on a first-class job of electrical construction, but the working efficiency of the entire job is gauged by the one little weak spot. One little broken strand of wire in an elevator cable means that the cable is not to be depended upon. One defective spot in an otherwise sound boiler is what causes the explosion. The electrical inspector must be capable of finding any weak spots in an electrical installation in order to judge the equipment as a whole.

George Welman.

Drip Pans for Motors

Should drip pans be required under all motors?

Rule 1003D says that "Motors permanently located on wooden floors shall be provided with suitable drip pans, if so required by the inspection department."

The object of the drip pan of course is to catch the excess oil from the motor bearings, and it is probably better to have an excess of oil than not to have enough and take a chance on the bearings burning out.

The rule specifically mentions "on wooden floors," so we do not have to consider other types of floors, except that a wooden motor base used for cushioning, etc., set on a concrete floor might constitute a sufficient fire hazard to require a drip pan. On the other hand, the use of a concrete base set on a wooden floor does not relieve the requirement of a drip pan.

Should this rule, however, apply to all types of motors? For instance,

should drip pans be required under motors which have no spark producing contacts—i. e., no brushes or slip rings?

The history of rule 1003D is interesting in this case. This rule was originally written before the days of a. c. motors, when all motors had commutators and brushes. It has been recognized however, that where no sparking can occur there is no fire hazard from excess oil, whether confined in a drip pan or saturated in a wooden floor. Therefore, in some cases no drip pans have been required.

In support of this also has been brought up the matter of "housekeeping." It has often been noticed that in cleaning up around a motor the average cleaner will clean the floor up to the drip pan, but will not clean out the pan itself. If there is no drip pan the cleaning will be done under the entire machine. Hence, in most cases there will be maintained a better condition where the drip pan is omitted.

But where it is desired to omit the drip pan on a wooden floor permission for this should first be obtained from the inspection authorities in each case.

Floor Outlets

The ordinary floor outlet box, if installed and maintained as turned out by the factory, makes a fairly water tight job. The cover and fittings are rugged and will protect the receptacle from external damage. They look nice and attractive in the manufacturer's catalog which shows a box with a bell top for use with portable cords and a flat top to cover the hole when the portable is removed. Floor outlet boxes are the prettiest kind of electrical fittings when they leave the factory. They are built as the Code specifies to keep out moisture and withstand mechanical injury, and like a "Ford" automobile, will give service in almost any condition after they are installed, but they present a sorry sight after a year or more of

service. When they are used in public offices the bell top and blank covers, after the first tenant change, can seldom be found.

The type of floor box that is needed is one with a top so attached to the box that it is not necessary to remove it to use a portable cord. It is not such an easy matter to design such a cover and make it water tight, but it might be done. The cover might employ a "Kodak" shutter principle or some other expanding method so that the same cover attached to the box will answer the purpose, whether the portable is connected or the box is not being used. Almost any kind of cover is better than one that will be discarded after the first portable lamp has been disconnected from the outlet.

George Welman.

Reaming Conduit

Rule 503 (c) states: "Finished conduit, as shipped, shall be in 10 ft. lengths, with each end reamed and threaded, and shall have an interior coating of a character, etc.,—"

Strange to say, the Code does not require reaming of conduit when used by mechanics on a job, (rule 503 (c) sounds factory like) so we are going to caution contractors that inspection departments very generally require the reaming of all conduit, whether it is cut by a hack saw or pipe cutters.

A nice place to insert a clause requiring reaming, would be to precede present rule 503 (g) with the following sentence:

"Ends of any lengths of conduit shall be reamed to remove rough edges, and where a conduit enters a box," etc.

Anyway, most contractors know better than to take a chance on injuring the insulation by not reaming the conduit, and as a reminder to the new comers, it is suggested that this article be clipped out and pasted in Page 32 of the 1925 edition of the National Electrical Code.

George Welman.

Cabinet Gutters

Underwriters' Laboratories standard for wiring compartments (gutters), reads as follows:

"One or more side wiring spaces or gutters shall have not less than the following clear width of space between the inside of the cabinet box and the side wall of the barrier:

Maximum capacity of Main Feeder or Branch connections, Amperes.	Gutter Width, Inches.
60	1 1/2
100	3
200	4
400	6
600	8
800	10
1200	12

These capacities are based on rubber covered cable capacities.

"Cabinets having 1 1/2 in. width are suitable for use only at ends of feeders and are not suitable for use where feeders pass through the gutter.

"If multiple cable per pole is used, gutters may be of a size given for the capacity of the cable used in the multiple cable feeder.

"This feature is properly considered in connection with the review of installations of electrical equipment by inspection organizations, and is not of direct interest in the factory inspection work."

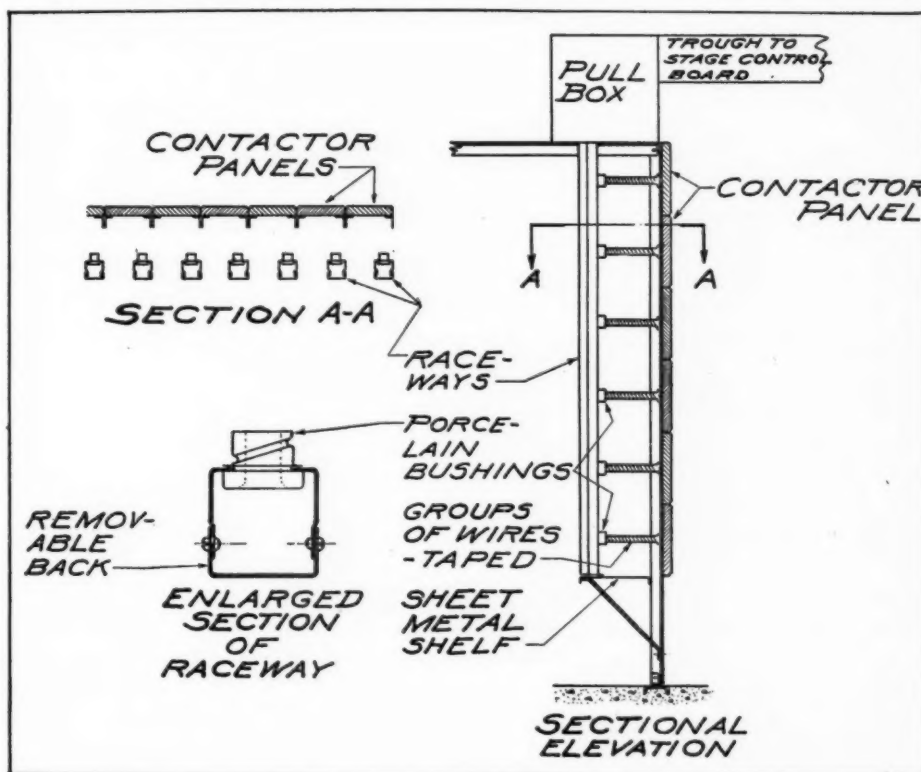
These are installation rules that belong in the National Electrical Code, so we suggest that contractors paste this under Article 7, of their Code.

George Welman.

Raceways for Contactor Board Wiring

THE distribution of the large number of wires on the back of a theatre remote-control contactor board is a design problem that always requires careful treatment. Sometimes the manufacturer of the board extends the studs of the contactors by means of bare copper

from the pull box which runs the entire length and at the top of the board. A sheet metal shelf is provided at the bottom to support the raceways. The back of each raceway is removable to allow ready access to its interior for the purpose of threading the wires through



bars to the top of the board, to which the wires from the stage pilot board are connected.

A variation from this procedure was found in the new Paramount Theatre, New York, in which the electrical work was installed by R. E. Hall & Co., Inc., of New York, as indicated on the sketch.

In back of each vertical row of contactors a sheet metal raceway drops

the bushings. A hole is provided opposite each contactor in which a porcelain bushing is inserted. The head of the bushing is turned in so as to use as little of the raceway space as possible. The wires where they leave the bushings are grouped and neatly taped until they reach the back of the contactor panel where they fan out to the various studs.

The Electragist

Official Journal of the
Association of Electragists—International

S. B. WILLIAMS
Editor

HARRY J. WALSH
Associate Editor

History Making

Each year as the annual Electragist convention comes to a close, those who have been in the thick of it are fired with the enthusiasm of the moment, and this year is no exception. There was, however, more reason for enthusiasm this year than ever before.

For one thing, the convention was held this year at St. Louis, the city of hospitality, and the local electrical fraternity lived up to the city's reputation. Besides, the weather man was kind.

There were two things that stood out in the business sessions as contributing to the success of the convention: One was the spirit of the occasion—mutual understanding, desire to forget the past and work together with the other branches of the industry—friendliness. This was voiced first by President Chamblin and again and again by the other speakers. The second was the inspiration and the zeal of the several secretaries of the local groups of Electragists.

The keynote of the convention was "A United Industry." It was refreshing to go to the meetings and find no recrimination—to find peace and harmony prevailing. It was inspiring to hear leaders of the four commercial branches of the electrical industry agreeing in the need of a united industry. This electrical industry, which has advocated co-operation for years and years but seldom practiced it, virtually pledged itself to internal harmony.

In a number of communities the electrical industry has through a league been united, but nationally, no. It may be that the Electragist movement will be a rallying point for the industry. Undoubtedly the point of public contact must be strengthened. Until our front line forces are well trained our progress will never be well organized. Several speakers emphasized the need for building the membership in the Association of Electragists and offered to do their part.

The formation of a national motor section of the A. E. I. was discussed and approved. It has been needed. The motor specialists have wanted it and the manufacturers have looked upon it with a great deal of hopeful expectancy. The situation today in the retail distribution of motors is deplorable. No one is making any money and the customer as a result is not getting the best kind of service. The work of the national motor section as outlined should have a tremendous influence in improving the motor retail situation.

The exhibits this year if anything were better than last year; certainly they were more varied. Had more room been available a number of other manufacturers' wares would have been shown.

Attendance at the convention was slightly smaller than last year, but what it suffered in numbers it more than made up in accomplishment. However, in view of the time of the year and the general business situation in the electrical contracting field, the attendance was really very good indeed. It was better distributed than previous meetings.

Most all of the papers presented at the convention will be found in this issue in full. Those who were not able to be at St. Louis will be able to get from these papers most of the meat of the convention. The thing they cannot hope to get is the spirit of it—the thing that will make those who did attend go home knowing that their association membership is worth while, that it means something to be an Electragist.

Next year the convention will be held at Chicago, and already plans are under way for making it the biggest ever held in point of attendance as well as breadth of purpose. Those who missed St. Louis were unfortunate—don't miss Chicago in 1928. Plan now to attend.

The 1927 convention at St. Louis made history—the convention next year in Chicago will make more history—be a part of it!

An Industry Problem

There are over 30,000 electrical contractors in the United States. Only 2,200 of them are members of the Association of Electragists, International—less than 10 per cent of the total. These 30,000 contractors are the industry's public contact; they are the industry's shock troops.

To educate them and train them and organize them is a tremendous job, one calling for a large amount of money. Who shall do it? The Association of Electragists is doing all it can. It has the machinery but it hasn't the man power or the money to handle such a big job of education.

There are approximately the same number of plumbers in the country and they have an organization of 15,000 members. Their success has repeatedly been pointed to. But they did not do it alone. Their educational program is largely underwritten by the manufacturers and wholesalers.

Will the leaders of the electrical industry emulate the

leaders of the plumbing industry and make it possible for the electrical contractors to enjoy the same business opportunities as the plumber? Two of the speakers at the recent St. Louis convention assured their audience that their particular branches of the industry—the jobbing and the manufacturing—wanted to see the contractor-dealers strongly organized and they promised certain valuable assistance.

These straws show that the wind is in a fair quarter—perhaps the electrical contractors may yet have the education that produces business men. And if they do? Just watch this old electrical industry hum along!

Try Getting Together

There is an old saying in diplomacy that after tact fails one can still fight, but after fight fails there is no opportunity to use tact. In the matter of strained relations that have existed in some places between the utility and the contractor-dealers it is becoming more apparent each day that more can be gained by diplomacy than by fight. It has been difficult in the past for the contractor-dealers to get the ear of their utility executives. Times are changing and the utility men are awakening to the need for better trade relations. Formerly they just didn't care.

Today the utilities need a strong first line of attack and that is the public contact—the electrical contractor. If the contractor-dealers are weak the utility loses. It is to the advantage of the utility to so arrange its selling program that the dealers will prosper and make strenuous efforts to build load.

Don't hesitate to take your problems to your utility. Try every peaceful method known before you fight. Don't listen to the "bolshheviks" and hot-heads, but let cooler judgment prevail. On the other hand, don't be afraid to talk plainly and to the point, and don't be afraid to press a point and get a decision.

We must have a united electrical industry if we are to make progress. We won't get anywhere by fighting.

Local Organization

There are national jobs which a national association can do, and there are local jobs that only a local organization can do. The national jobs are largely those of making policies and contacting with other national bodies to make sure that any national program undertaken is in harmony with our purposes.

When it comes to doing definite, tangible things like putting the national policies into actual practice a strong local organization is needed. Only a local can discuss trade policies and practices with jobbers and get any definite results. Only a local can get results with inspectors or with central stations. The national can lay down the general principles and point out the way, but the local must do the actual field work.

To do the work the local must be properly organized and adequately financed. The best results in most cases are secured when the local has a paid manager who is big enough to do a real job. A cheap man is useless, and experience has shown that such a man cannot get to first base. He must be a man who commands the respect, confidence and esteem of all with whom he comes in contact.

With such a man, with the right financial set-up and the desire to put the national program into effect locally, there is no limit to which such a local can go. Where it is being tried it is proving itself beyond expectation.

Consolidations

A number of important consolidations are going on within the wire and cable manufacturing industry that should help stabilize the market. There has been no profit in wire for the producer in some time because of severe price competition. Such competition only helps keep quality down to the allowable minimum. Service comes only with quality, and quality can be had only when the producer and the trade make a reasonable profit.

There have been too many wire and cable manufacturers. Fewer manufacturers through consolidations will mean lower overhead and production costs, and the opportunity to engage in laboratory work that will insure uniformity and high quality of product.

There will be other economies in distribution which will permit a large number of better local stocking points. This should mean much better service to the electrical contractor.

Where Are the Young Men?

A visitor to one of the Electragist convention sessions noted the number of grey heads present and asked if electrical contracting was an old man's game.

It was of course a chance remark, but what an indictment. Where are our young men? Why are they not more in evidence at our national deliberations?

The spirit of progress is youth and we must have more young men lending their strength to association work. The older men will be there with their counsel and their background of experience to temper impetuosity and keep things on an even keel, but the load must be borne by young shoulders.

Our present leaders have been leaders since the beginning of association work in our industry. They started as young men. We cannot have them with us forever. Who will take their places as counsellors when they drop out? We need young men of vision, force, action and ability. Such men must be encouraged to take an active interest in association work.

New ideas, new thinking, are necessary. We can't make progress by thinking in terms of the past and condemning each new idea because something like it was tried once and failed. Young men of conviction will make their ideas work. Give them a chance. Urge them to get into the work.

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AUGUST ACTIVITIES

Several Cities Plan Refixturing Activities

Plans are being prepared in several cities to launch refixturing drives of various kinds, some of which include rewiring work as well. Chicago, Detroit, Cleveland, Toledo, and some others have already announced their intention to follow up this work.

The campaign in Chicago will run from September 12 to December 30, and includes an extensive advertising campaign in the newspapers, the use of posters, circulars, etc., which will be distributed by the dealers participating. A fund of \$30,000 has been planned and most of it has already been pledged.

Special fixtures will be sold by the dealers, and a committee has been formed to pass on all fixtures offered, giving a rating to each. It is proposed to have manufacturers submit fixtures for test, those passing to receive an approval tag.

The plans include two model apartments for demonstration work, one to be fitted with modern and the other with obsolete fixtures. These will be in the apartment building, across the hall from each other, and will be used

to show the contrast between the new and the old in fixtures.

The Detroit activity is to be under the auspices of the Electrical Extension Bureau and Retail Fixture Dealers' Association. The plans have not been worked out in detail as yet, as is the case with Toledo, but it is planned to have everything in readiness to start in the early fall.

Rewiring will be included in Cleveland's efforts, which will undertake the rewiring and relighting of thousands of homes in the city. The wiring and lighting sections of the Electrical League of Cleveland are in charge of this work. Preliminary plans have been prepared and definite information is expected shortly.

Eastern Inspectors Sound Members on Unification

Thomas Henry Day, chairman of the special committee handling the work of the Eastern Association of Electrical Inspectors, has addressed a letter to the membership of that organization asking that a definite stand be taken on the question of the unification of America's electrical inspectors' associations. In

his letter Mr. Day points out the conditions necessary for the success of a national organization of this kind.

A feature of such unification, he says, is that it will work for a more uniform interpretation of the Code throughout the whole of America and not merely on a sectional basis. He points out that in one New England state it is necessary for jobbers to have twelve different types of equipment to meet the individual engineering thought of public service companies, a condition which greatly increases installation costs.

The report of Mr. Day's committee will be made at annual convention of the Eastern Association at Springfield, Mass., October 12 and 13.

To Increase Convenience Outlets in Colorado

The Electrical League of Colorado has appointed Vice Chairman Guscott and Secretary Headrick a committee of two to interview contractor members of the league and obtain their ideas on the best methods of carrying on a campaign to increase the number of convenience outlets in the homes of Denver and surrounding cities and towns.

At a recent meeting of the board of directors it was decided to encourage the public to have contractors install outlets in lots of three and five at a fixed price for the job, and a price schedule is to be worked out.

Association Secretaries Form An Organization

AT THE recent convention of the Association of Electragists, International, the conference of executive secretaries and managers of local and state associations resulted in the formation of a permanent organization, known as the Secretaries Conference.

The charter members, all of whom except Robert C. Hill, field director of the international association, are connected with electrical contracting associations in the capacity of executives, are as follows: E. H. Herzberg, Milwaukee, Wis.; Walter C. DeBold, Kansas City, Mo.; D. A. Fleming, Pittsburgh, Pa.; C. J. Geisbush, Los Angeles, Cal.; Earl E. Browne, San Francisco, Cal.; Richard C. Trembath, Des Moines, Iowa; John Kuhlemeyer, May-

wood, Ill.; L. W. Burch, Madison, Wis.; A. R. Irvin, Indiana Harbor, Ind.; N. J. Biddle, Detroit, Mich., and Arthur P. Peterson, Baltimore, Md.

Mr. Herzberg was elected chairman and Mr. Peterson secretary.

The idea back of this permanent organization of executives is to hold quarterly meetings at some place most convenient to all the members to bring to their attention the activities carried out by each. At the next meeting it was decided that each member prepare a paper covering all the activities carried on by his organization, together with suggestions and questions concerning local association affairs.

The next meeting will be held in Chicago in November.

Municipal Electricians Meet At Salt Lake City

The annual convention of the International Association of Municipal Electricians was held at Salt Lake City, Utah, August 16 to 19 and included an address on "The National Electrical Code as a Bond Between City Electrician and Electrical Contractor," by A. Penn Denton, Kansas City, Mo., chairman of the Code Committee of the Association of Electragists, International. Other speakers at the first session, under the general subject of inspection, were W. J. Canada, electrical field secretary of the National Fire Protection Associa-

tion, who spoke on "The Inspector—Keystone of the Electrical Standardization Arch," and S. W. Borden, grounding engineer of the Crouse-Hinds Company, who talked on "Safety Circuits."

The second day's general subject was fire and police alarm, and that of the third day included traffic control, street lighting and municipal plants.

Washington League Cooperates in Model Home Exhibit

The Electric League of Washington, D. C., is working with the Washington Real Estate Board in the latter's forthcoming model home exhibit in the Auditorium. A bungalow is to be the feature, and its electrical installation is to be in charge of the local league.

State Electragist Association Formed in Oregon

The Oregon State Association of Electragists was organized at a two-day meeting on August 16 and 17 at Portland. C. A. Vibbert, Salem, was elected president, the vice-president is J. H. Sroufe, Portland, and J. R. Tomlinson, Portland, is secretary-treasurer. The following district representatives were elected: Roy C. Kenney, Portland; Basil Witzig, Corvallis; Howard Schefel, Medford, and D. H. Potter, Baker. These men form the executive committee of the association.

Tentative organization plans were made and a committee was appointed to make a thorough study of the organization plan of the California Electragists, with a view to using that as a model for the new association. Manufacturers, jobbers and central station men are represented on this committee, as well as electragists. A constitution and by-laws were adopted.

If the organization warrants it, an executive secretary will be employed on a full time basis.

During his recent visit to the Pacific Coast General Manager Davis of the Association of Electragists, International, made a state-wide canvass of Oregon with Mr. Tomlinson with a view to forming a state organization.

Estimators' Section Formed in San Francisco

Announcement has been made of the formation of an estimators' section by the northern division of the California

Electragists, with headquarters at San Francisco. The officers are: President, N. M. Hope, and secretary, W. W. Krauter.

Davis Addresses Salt Lake City Electrical Men

On his way from the Pacific Coast to the Electragist convention at St. Louis, Laurence W. Davis, general manager of the Association of Electragists, International, stopped off at Salt Lake City, Utah, on August 1 and 2 for a two-day meeting with the electrical men of that city as a guest of the Electrical League of Utah. The first conference was held at Nibley Park, where Mr. Davis spoke of the need for an organized industry and for a better selling job. The following day he held an informal meeting with contractors at league headquarters.

Pennsylvania Contractors Meet This Month at Erie

The fifteenth annual convention of the Pennsylvania Association of Electrical Contractors and Dealers will be held on September 12, 13 and 14 at the Lawrence Hotel, Erie, Pa. The papers include "Running Your Business at a Profit," by C. D. Henderson, Cleveland, Ohio; one on central station relations with the contractor-dealer by C. P. Yoder of the Erie County Electric

Company, Erie; "The Jobber's Relationship to the Contractor-Dealer," by J. O. Morris, Electric Supply and Equipment Company, Albany, N. Y., and a talk on estimating, the speaker to be announced later.

A series of interesting discussions include "Legislation With Reference to Some of the Electrical Contractor-Dealer Problems," "Relations With Our Employees," "Relations With Our Customers," "Registration and License."

An attractive entertainment program has also been prepared which includes visits to the State Fish Hatchery, Pennsylvania State Park, an historical tour of the city, a lake trip to Canada, outdoor picnic and other events.

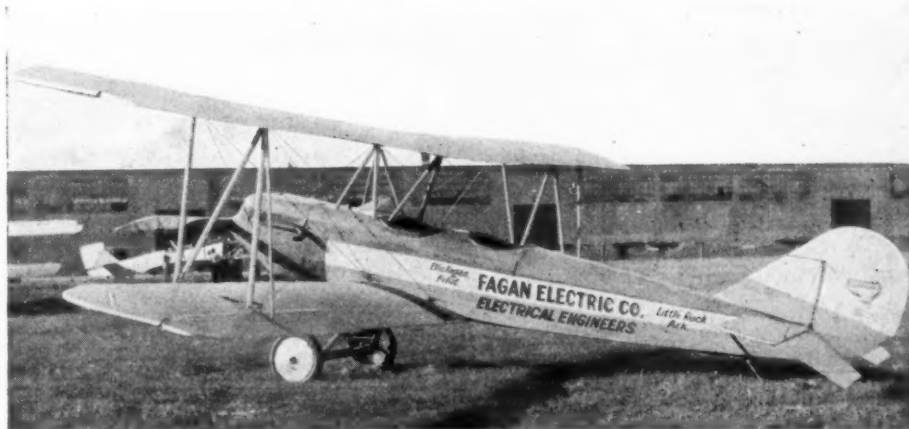
At the time of the convention the Erie electrical and radio show will be in progress. This is scheduled for September 12 to 17.

Schmitt Heads Wilkes-Barre Electrical Association

The Wilkes-Barre Electrical Association, Wilkes-Barre, Pa., announces that at a recent meeting Joseph G. Schmitt was elected president, E. F. Schmaltz, vice president, and Leon N. Sell, secretary-treasurer. Mr. Sell succeeds Ambrose Saricks.

The headquarters of the association has been moved from 25 North Main Street to Room 35, Town Hall.

Little Rock Electragist Gives Service By Air



THE Fagan Electric Company, Little Rock, Ark., a member of the Association of Electragists, International, has installed airplane service to enable it to attend to calls with the greatest possible speed. Ellis Fagan, Jr., is a

licensed pilot and carries his tools and equipment in the body of the plane. The company claims to be the first in its state to inaugurate the answering of service calls in this modern manner, and reports it successful.

N. E. M. A. Issues Handbook of Radio Standards

The National Electrical Manufacturers' Association has issued the third edition of its Handbook of Radio Standards, containing 400 standards. This edition contains in all 105 general standards, 100 receiver standards, 81 transmitter standards, 52 on battery and socket power equipment, 56 on vacuum tubes and a listing of 700 subjects in a cross-referenced index.

The new material in the book contains pilot light dimensions, rectifier tubes, audio output tube characteristic curves, formula for radio field intensity, etc. There are a number of tables and curves giving useful data on general purpose and audio output tubes.

The book may be obtained at the association headquarters, 420 Lexington Avenue, New York City.

Code Interpretation Made on Multiple Conductor Cables

Chairman A. R. Small of the Electrical Committee of the National Fire Protection Association announces that the recently formed interpretations committee has made public its seventh ruling on a Code question. It has to do with the third paragraph of Section 403, which reads "Multiple conductor cables shall be kept at least 6 in. from adjacent woodwork."

The question was "Does this apply only when service wires are run parallel to woodwork or should it be more generally construed to specify that multiple conductor cables shall be kept at least 6 in. away from nearest woodwork?"

The committee decided that it means the latter case, that is, requiring that multiple conductor service cable shall be kept at least 6 in. from the nearest woodwork, unless approved fittings which afford equivalent protection are used.

Varied Program Arranged for Manufacturers' Meeting

The program of the coming meeting of the policies division of the National Electrical Manufacturers' Association at Association Island on September 1, 2 and 3 will center around three subjects: Economic, commercial development and competitive relations.

Prof. Thomas N. Carver, of Harvard

University, will speak on "The Place of the Small Manufacturer in Our Economic System." Magnus Alexander, president of the National Industrial Conference Board, will talk on "Business Competition and Business Prosperity." "Eliminating the Use of Substandard Material" will be the subject of a talk by Clarence L. Collens, and W. E. Sprackling will speak on "Market Development."

"Lost Outlets" Subject of Club Letter

The Kansas City Electric Club has addressed a letter to architects and builders in its territory urging them to eliminate the practice of covering over convenience outlets by plaster before the plate is put on by the electrical contractor. G. W. Weston, secretary-manager, who signed the letter, states that on his field trips he has found many instances of such occurrences and asks the architects to see that all outlets they have specified in the plans are in the finished home.

The club is perfecting plans for a radio and electrical exposition which is to be held at Convention Hall during the week of September 26.

Syracuse to Hold Estimating School

An electrical estimating school is being planned for October by the Syracuse Electric League and judging by the number of enrollments received thus far the attendance will be large.

Electric Show Planned by Rhode Island League

The Electrical League of Rhode Island is to hold an electric show in Providence from October 8 to 15 in which all the branches of the industry are participating.

RED SEAL NOTES

Over 500 Applications in July

The consolidated progress report issued by the Society for Electrical Development on August 15 shows that there were 552 applications for Red Seal made in July and a total of 226 awards. Washington was far in the

lead with the number of applications, 158, while Detroit was second with 69. In the matter of awards Detroit had 43 for the month, California 36 and the Niagara Frontier 15.

Newspaper Advertising in Hudson Valley

A series of sixteen Red Seal advertisements are scheduled for weekly insertion in the building pages of the newspapers of Poughkeepsie, Newburgh, Kingston and Catskill, N. Y., over the name of the Central Hudson Gas and Electric Corporation. The advertisements will feature the advantages of Red Seal wiring to home owners, architects and speculative builders.

Milwaukee Offers Aid to Other Leagues

The Electrical League of Milwaukee has prepared some excellent Red Seal material which it offers to any other league which may be interested. J. S. Bartlett, league manager, says that any league so desiring it is welcome to use his plates and art work for similar publications, the only cost being necessitated by the change in league name and local references. These publications include a series of direct-mail letters, three in number, two small folders to fit a long envelope, and a larger four-page folder.

Lantern Slides Used in Toronto

The Electric Service League of Toronto has prepared a set of lantern slides to popularize the Red Seal Plan. The slides, which illustrate the story of a young couple buying, furnishing and living in a Red Seal Home, are for use to illustrate talks at women's clubs, associations, etc.

Alternate Proposal Prepared by Milwaukee League

The Electrical League of Milwaukee has prepared an alternate proposal to assist contractors bidding on Red Seal jobs and to make it easier to sell them when the specifications do not meet the requirements. These forms are arranged to indicate the additions to a present wiring system to bring it up to the Red Seal standard. The form is in triplicate, the original copy, on the

back of which are the Red Seal specifications, goes to architect or general contractor, the first carbon goes to the league for follow-up purposes, and the second carbon is for the contractor's files.

Architects and Builders Guests of League

The Hudson Valley Electrical League is to entertain some of the Red Seal builders and architects at a dinner to be held September 12 at the Nelson House, Poughkeepsie. Among the speakers will be Samuel Adams Chase, special representative of the Westinghouse Electric and Manufacturing Company, who will talk on "Selling the Electrical Idea to the Public."

Red Seal at Camp Cooperation

Speakers on the Red Seal Plan at Camp Cooperation VII will include B. Badrian, Society for Electrical Development, who will make the headquarters report; R. Bourke Corcoran, Chicago, who will talk on policy problems; George Bakewell, Denver, whose topic will be standardization of speci-

fications, and J. H. Van Aernam, who will talk on selling Red Seal locally.

Pittsburgh League Has New Folder

The Electric League of Pittsburgh has prepared a new folder which is sent to builders of homes as reported each day. This is a four-page announcement of what the Red Seal Plan is and urges them to make their homes up to the Red Seal standard. A 32-page book on the subject is offered if they are interested in sending for it.

OBITUARIES

Charles H. Mosher

Charles H. Mosher, electrical contractor, died suddenly on July 26 at his home in Dolgeville, N. Y. Mr. Mosher was stricken with heart failure and died in a few minutes after the attack. He was 66 years old and is survived by a widow and brother.

Joseph C. Hamilton

Joseph C. Hamilton, city electrician of the city of San Jose, Cal., and vice-president of the California Association

of Electrical Inspectors, died on August 12. Mr. Hamilton was one of the charter members of the association and had always been one of its most active workers.

News Notes Concerning Contractor-Dealers

G. V. LaDuc has opened an appliance store in the Gibbs Building, Alma, Mich. A full line of household appliances is carried as well as electric refrigerators.

B. K. Sweeney Electric Company has opened a new retail store at 1422 Court Place, Denver, Colo. The company bought the building some time ago and recently completed extensive alterations.

Arc Electrical Construction Company, contractors and engineers, recently opened a store on Main Street, Mount Kisco, N. Y., where a complete line of appliances is maintained.

Murphy Electric Company, Shreveport, La., has opened a store in Ruston, La., which will handle fixtures and appliances. A repair department will also be maintained.

The electrical store of Badaracco Brothers, 403 Washington Street, Hoboken, N. J., was badly damaged recently by fire. An explosion of unknown origin followed the breaking out of the fire and did much damage to the building.

Waterside Electric Company, Inc., has moved to new quarters at 399 Pearl Street, New York City, and has added an oil burner and electric refrigerator to its lines.

J. B. Seaman Electric Shop, Concord, N. H., has moved into new quarters at 5 Odd Fellows Avenue. It was formerly located at 5 Greenwood Avenue. A complete line of appliances is carried in addition to a contracting business.

The Casey-Ring Radio and Electric Company has been organized in Tampa, Fla., by Noel R. Casey and James D. Ring, and a store has been opened at 208 Cass Street.

New Electragists

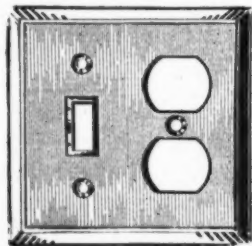
The following contractor-dealers have made application and been accepted into the A. E. I. since the publication of the last list in the August issue:

CALIFORNIA		INDIANA	Franklin Elec. & Constr. Co. W. C. Hemmerle Elec. Co.
Porterville: Porterville Elec. Co.		Evansville: Hollander Elec. Co.	
ILLINOIS		MARYLAND	UTAH
Aurora: Seymour Colman L. N. Green, Elecl. Contr.		Baltimore: Charles L. Kellert & Co. Shepherd - Whitson-Helms Co., Inc.	Salt Lake City: Electrical League of Utah E. H. Meine
Danville: Marrs Tanner Elec. Co.		MISSOURI	WASHINGTON
Elgin: Fred Seymour, Elecl. Contr. Hans Ungricht		Kansas City: Walter C. DeBold	Seattle: Bowie Electric E. L. Burrough Gatewood Electric P. J. Givnan Elec. Co. I. Jensen
Joliet: Dionne Elec. Co.		OREGON	CANADA
Kankakee: Henry Revel, Elecl. Contr.		Hood River: Moore Elec. Co.	ONTARIO
Rockford: Geo. May Elec. Co.		Portland: Grand Elec. Co.	Toronto: Harold G. Blenkarn
		PENNSYLVANIA	
		Pittsburgh: Fisher Elec. Co.	

News of the Manufacturers

Wall Plates

George Richards & Co., 557 West Monroe Street, Chicago, has brought out a line of bakelite wall plates under the trade name "Hemco." Among the items is a combination duplex receptacle with single-gang tog-



gle plate and another is a single receptacle with a similar plate. The combination plates have the new satin finish molded into the surface, retaining its natural luster and producing a plate that will not show the marks of fingers, tarnish or fade in ordinary usage, according to the manufacturer. The duplex type is illustrated.

Oil Circuit Breaker

Condit Electrical Manufacturing Corporation, Boston, Mass., has brought out a manually operated indoor oil circuit breaker, known as Type E-20, designed for the protection of large motors and for general utility use in the industrial field. The application of a thermal overload trip device to this circuit breaker, which affords time lag overload protection, is a feature of the device, according to the manufacturer. Housing and frame are of heavy gauge pressed steel, and the cover is in a single piece, turned at the edges to exclude moisture and dust. Oil tank is constructed of pressed steel with welded joints and is supported at four points on the frame.

House-Number Lantern

The Herwig Company, 1753 North Sedgwick Street, Chicago, has placed on the market a lantern designed for use on the front of a house and having provisions for inserting the street number of the dwelling. The numbers are interchangeable. The lantern is 4 3/4 in. by 11 1/2 in. and it is made up in various styles, wall pocket, lantern bracket, post light and ceiling light.

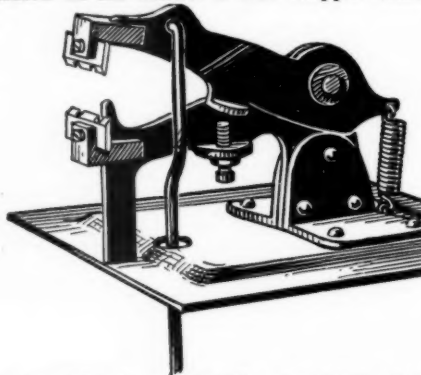
Sectional Switch Boxes

The Paine Company, 2951 Carroll Avenue, Chicago, Ill., has placed on the market sectional switch boxes for rigid or flexible metallic conduit and loom which are said to have advantages over the old types. Two styles, square cornered and beveled, are available, and the clips on the side allow a larger variation in adjustment and can be much more easily and quickly adjusted than other types, according to the manufacturer, there being but one screw to operate. The boxes have detachable sides which are easily snapped into place by pressure of the hand and removed with a screw driver or similar tool. They may be assembled into gangs by

removing the screws and adjacent sides and bringing the open ends of the boxes together. The knockout holes are left free from burrs and the slugs are easily replaced if desired. The boxes are of 14 gauge steel, black enameled or galvanized.

Wire Stripper

Foley Saw Tool Company, Inc., 9 Main Street Northeast, Minneapolis, Minn., has placed on the market a wire stripper which,



it is claimed, can handle any kind of insulation, rubber, cotton, enamel or asbestos at a large saving in time over hand methods. The length of the strip can be varied without any difficulty and the interchangeable jaws can handle wire of any size. The machine is light in weight and is designed for attachment to work bench or table.

Panelboards

Bull Dog Electric Products Company, Detroit, Mich., has placed on the market a line of feeder panelboards, lighting circuit panelboards and metering panelboards under the trade name "Unit-Versal." The features of the new line, the manufacturer states, are safety, complete standardization, interchangeability, low maintenance cost and economy. The feeder panelboards are made up of standardized and interchangeable units assembled on bus bars to meet any feeder circuit requirements. The basic width of all units is 11 in., standardized with lighting and metering units. Cabinets are 19 in. wide, allowing 4-in. wiring space on each side. All units in the wiring lighting circuit panelboards are also interchangeable and standardized. The units are of cold molded asbestos base composition. The wiring gutters are 4 in. wide and the standardized boxes are 19 in. wide with 128 knockouts in each. The metering panelboards are of the dead-front type with live metal parts guarded and locked, with provisions for sealing. They are furnished in rigid and "Flexo" types, differing in the connections between circuits and meter bars. All units are standardized and interchangeable.

Manufacturing Notes

The Bryant Electric Company, Bridgeport, Conn., announces that Marcus A. Curran, formerly assistant to the vice president of the Graybar Electric Company, has been elected vice president and general manager.

Crouse-Hinds Company, Syracuse, N. Y., has issued folder No. 44, "Greater Efficiency in Floodlighting," which deals with the company's 24-in. floodlight projector.

The Pyrene Manufacturing Company, Newark, N. J., announces the appointment as its sales engineer of C. G. Durfee, formerly of the Society for Electrical Development's staff. Prior to his work with the society Mr. Durfee was connected with headquarters sales department of Westinghouse Electric and Manufacturing Company for a number of years.

The plan to unite the Arrow Electric Company with the Hart & Hegeman Company, both of Hartford, Conn., has been approved by the directors of the former organization. The plans are to operate the companies under a holding company, eliminate duplicate products and effect economy in manufacture.

E. Cantelo White, president of the Tork Company, has been elected vice president of the Ansonia Clock Company. The executive offices of the latter have been moved to 12 East 41st Street, New York City.

Master Electric Company, Linden and Master Avenues, Dayton, Ohio, has issued two folders, Nos. 365 and 369, for the dealer and consumer trade, respectively. Both are well illustrated and contain engineering information concerning this line of motors.

A. S. Lindeblad is district manager of sales in the Chicago district of the pipe department of the Central Tube Company, Pittsburgh, with David M. Cooper, Jr., as his assistant. E. F. Meyers, who has been there for several years, still represents the company in other lines.

Westinghouse Electric and Manufacturing Company has issued a booklet describing its single-phase, platform mounting transformers for from 2,300 to 66,000 volts, ranging in capacity from 201 to 500 k.va. The booklet is illustrated with photographs of the manufacture of the transformers.

Cutler-Hammer Manufacturing Company, Milwaukee, Wis., has moved its Cleveland office from the Guardian Trust Building to the Guarantee Title Building, Suite 1905. The new office has approximately three times the space of the old.

Autovent Fan and Blower Company, Chicago, has moved into its new factory and general offices at 1805 to 1827 North Kostner Ave.

Graybar Electric Company has announced the appointment of H. B. Bibb as sales manager of the company's branch at Norfolk, Va. E. W. Thurston has been promoted to assistant telephone sales manager.

General Electric Company, Schenectady, N. Y., has issued a bulletin on flood lighting. Included are data on searchlight and airport lighting. The book is illustrated.